

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 05/11)

Fiscal Year 2012-13	SFL No. 1	Org. Code 0860	Department State Board of Equalization	Priority No. 1
Program All Programs			Element ALL	Component

Proposal Title
 Centralized Revenue Opportunity System (CROS) Project

Proposal Summary

On September 7, 2011, the Board of Equalization (BOE) received formal approval for the CROS Feasibility Study Report (FSR) (Project Number 0860-094). BOE submitted a Special Project Report (SPR) to California Technology Agency (CTA) on March 23, 2012 detailing changes to schedule, scope and budget. This is the first proposal to request resources to implement the CROS Project. Additional Budget Change Proposals (BCP) and an additional SPR will be submitted once a technology solution has been approved for implementation and needed resources are identified.

BOE requests \$18,147,000 (\$11,241,000 General Fund (GF), \$1,081,000 Special Funds (SF), \$5,825,000 Reimbursement), and 113.0 positions in FY 2012-13; \$30,144,000 (\$18,702,000 GF, \$1,751,000 SF, and \$9,691,000 Reimbursement) and 242.1 positions in FY 2013-14 to implement the CROS Project and maintain the current legacy systems during the procurement phases of CROS, mitigate risk by addressing data conversion and external interfaces immediately, and enhancing audit, collection, Statewide Compliance and Outreach Program (SCOP), offers in compromise (OIC) and settlement activities which will improve the quality of the data before conversion and result in increased revenues. By utilizing accelerating efforts which were originally considered within the selected vendor's scope, the BOE anticipates reducing the overall cost of the project by \$8.9 million. This proposal will generate revenues of approximately \$38.8 million in FY 2012-13, \$66.5 million in FY 2013-14, and ongoing.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date

For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the California Technology Agency, or previously by the Department of Finance.

☒ FSR ☐ SPR Project No. 086-094 Date: 9/7/11

If proposal affects another department, does other department concur with proposal? ☐ Yes ☐ No
Attach comments of affected department, signed and dated by the department director or designee.

Budget Officer	Date	Chief, Financial Management Division	Date
Deputy Director, Administration	Date	Executive Director	Date

Department of Finance Use Only

Additional Review: ☐ Capital Outlay ☐ ITCU ☐ FSCU ☐ OSAE ☐ CALSTARS ☐ Technology Agency

BCP Type: ☐ Policy ☐ Workload Budget per Government Code 13308.05

PPBA Date submitted to the Legislature

STATE BOARD OF EQUALIZATION

Fiscal Year 2012-13

Centralized Revenue Opportunity System (CROS) Project

A. Proposal Summary

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B. Background/History

The CROS Project will create an expanded and responsive tax infrastructure by moving to a functional organization structure and creating a tax and fee payer-centric automation system as outlined in the approved FSR and pending SPR.

An SPR has been submitted to the CTA due to changes in scope, schedule, and budget for the project. Originally the procurement phase was supported by redirection of internal resources and funds. However, after reviewing lessons learned from other government enterprise projects, the importance of having existing data clean and properly converted prior to the implementation of the new system was emphasized. In addition, the original assumption that most of the technical resources needed for CROS could be redirected based on freezing changes to the existing legacy system has been deemed impractical and costly - given BOE's historical tax/fee mandates and the amount of projected system down time. Finally, BOE is requesting additional program resources in the areas of audits, collections, SCOP, OIC, and settlements to address backlogs that will improve existing data and result in increased revenues. More details on these changes can be found below.

Reduce risks from Lessons Learned – Other State IT Projects

Both Franchise Tax Board (FTB) and Employment Development Department (EDD) noted the importance of having existing data clean and properly converted prior to the implementation of a new system. Each agency expended resources prior to the implementation of their news systems resolving data issues.

Addressing data cleansing and conversion issues early will:

- Format existing data using current industry standards.
- Reduced the time and cost needed for any vendor to transition the data to a new system.
- Reduce data errors prior to the implementation of the new system.
- Increase our ability to import data from external data sources (other state agencies and 3rd party businesses).

- Allow the BOE to validate the improved data through actual audit, collection, appeals, and registration activities to generate additional revenues.

When the BOE implemented its current systems in the late 1990's, the data was not completely cleaned and converted to a state that eliminated inconsistencies. In the years following, standard data formats were not consistently used as new information was added to Integrated Revenue Information System (IRIS) and Automated Compliance Management System (ACMS). Data problems were increased because not all of the BOE tax and fee programs were transitioned to IRIS and ACMS at the same time. Many of the special tax and fee programs were not moved to the current systems until years later. The disjointed efforts to combine tax and fee programs into IRIS and ACMS resulted in information that is difficult to locate or match internally between BOE tax and fee programs and with external data sources.

Freezing Existing Systems – Impractical

As noted in the FSR, BOE must devote significant program and information technology resources to implement statutory changes that involve modifying and/or creating tax forms, developing new program policies and procedures, notifying impacted customers, reprogramming existing systems, and adding system applications. This is in addition to numerous minor modifications and the ongoing routine maintenance work that takes place each year.

Many of the technical resources needed for CROS were anticipated to be redirected based on the assumption that BOE would freeze changes to the existing legacy systems while CROS was being brought up. This strategy has been deemed impractical and costly given BOE's historical tax/fee mandates and the amount of projected system down time. Manual workarounds have, and will, continue to delay the implementation of revenue generating system changes or updates. This critical change in project assumption recognizes the past 3-year trend in the number of legislative mandates BOE has been required to implement. BOE also recognizes the need to fund sufficient technology resources earlier than anticipated.

By accelerating efforts which were originally considered within selected vendor's scope, the BOE reduces the overall cost of CROS in three ways:

- The BOE can undertake the above mentioned activities for less than what a vendor would charge.
- Putting off high-risk tasks such as these invites challenges and increased costs. Tackling risks early in the project life cycle enables the BOE to more effectively focus on unanticipated risks that will likely emerge later in the project.
- These tasks position the BOE to generate more revenue sooner.

Backlogs – Improve data resulting in increased revenue

During the initial procurement phase of the CROS project, business program area workgroups were created to develop current business process flows, document system and business process deficiencies, and identify areas for new system and business process improvements. The results of the business workgroups coupled with separate but related analysis showed a need to clean up several business program area backlogs to get ready for the reengineering and implementation of the new system, particularly in the area of data conversion.

The backlogs are due to the inability to identify pertinent information related to each of these cases. Better data will allow the BOE to reduce the amount of bad data to be converted in to the new system, at the same time improve its ability to select productive audits, collect on liabilities previously determined uncollectible, identify unregistered accounts, and resolve appeals cases earlier. While reducing data conversion problems/risks, these actions will also generate additional revenue of approximately \$38.8 million in FY 12/13 and \$66.5 million in FY 13/14 and ongoing.

The backlog at BOE is the result of:

- Collections - Accounts receivables have increased by 121% over the past 4 years exceeding \$2 Billion.
- Audits - Approximately 17,600 accounts have the potential to be productive audits, at the margin annually, and only 40% of those are audited with existing resources.
- SCOP - Over 100,000 new regular seller permits are issued each year with countless other businesses operating without a sellers permit.
- Settlement and Offer in Compromise - due to technology limitations (i.e., reliance on paper audit work papers).

The FTB found a similar need to identify and clean up the current, ongoing return processing and collections backlogs to get ready for the reengineering and implementation of the new return processes with the Enterprise Data to Revenue (EDR) solution. They found that the backlog would negatively impact the availability of data, revenue and customer service. Deferring this cleanup effort to the system development phase of the project would have deferred revenue, resulted in competing resources, and risked the timely completion and quality of both activities, adding further risk to the EDR project. In response to this need, additional business resources were authorized to reduce the backlog prior to the implementation of the new system and in turn generate additional revenue. Based on FTB's experience, BOE estimates that cleaning up the backlog now will be less costly than if this process was undertaken by the prime vendor. In addition, this will reduce the risk of project delays due to data/conversion issues.

Following the FTB methodology, BOE is requesting new auditor, collector, and support resources to address the backlog assignments to ensure a successful implementation of the new systems. As stated above, this approach will result in increased revenues to the state. The additional resources are justified at this time to address the increase in audit, collection and registration leads that will be developed with the improved data.

In an effort to provide early benefits to the State, as part of the data cleansing initiative, BOE has initiated a scanning effort of existing taxpayer files so that data will be available in an electronic format. This will allow BOE's collectors and legal staff to access taxpayer record information faster than the current hard copy files from anywhere in the state and when needed. In addition, BOE will be implementing a 'same day deposit' process that will allow all incoming checks to be scanned and deposited with the State's respective bank partners on day of receipt, reducing float time and increasing interest earned for the State.

The implementation of these early efforts allows the BOE to enhance its business programs, resulting in increased revenue prior to the CROS implementation of approximately \$38.8 million in FY 2012-13, \$66.5 million in FY 2013-14, and ongoing.

C. State Level Considerations

BOE collects taxes and fees that provide approximately 35.6 percent of the annual revenue for state government and essential funding for counties, cities, and special taxing districts. The BOE administers the state's sales and use, fuel, alcohol, tobacco, and other taxes and collects fees that fund specific state programs, which, in FY 2009-10, produced \$50.7 billion for education, public safety, transportation, housing, health services, social services, and natural resource management.

Consistent with Government Code 19130, BOE is requesting state positions for the CROS Project which will be vital in the procurement, design, and implementation phases of the project. BOE staff will become experts on the technology solution to be implemented, thereby reducing BOE's future reliance on contract staff at the end of the project.

D. Justification

BOE requests resources for CROS implementation, parallel initiatives, enhanced audit, collection, OIC, and settlement activities beginning in FY 2012-13. These resources will help mitigate the significant

data cleansing/conversion and external interface risks identified in other state IT enterprise projects and generate revenue of approximately \$38.8 million in FY 2012-13, \$66.5 million in FY 2013-14, and ongoing.

The CROS Project will replace BOE's two existing legacy systems: Integrated Revenue Information System (IRIS), Automated Compliance Management System (ACMS), and develop an enterprise data warehouse. The proposed system will provide an integrated and automated solution that will use up-to-date tax collection, storage, account management, and data retrieval technologies to maximize the effectiveness of BOE's operations and staff. In addition, the proposed system will also provide efficiencies to businesses reducing the time and effort needed to interact with the BOE. BOE is proposing a solution involving a performance-based and benefits-funded procurement of a vendor contract. BOE is currently estimating additional revenues of \$75 million in FY 2014/15, \$90 million in FY 2015/16, \$120 million in FY 2016/17, and \$191.2 million in FY 2017/18 as the CROS system is implemented, rising to approximately \$200 million annually after full implementation.

After reviewing lessons learned from other government enterprise IT projects, the importance of having existing data clean and properly converted prior to implementation of the new system has resulted in a change to BOE's original strategy as approved in the FSR. BOE is now requesting resources earlier in the project timeline to address data cleansing and conversion efforts that will mitigate risks to the project. This will reduce the overall project costs by \$8.7 million by having state staff perform the work rather than the vendor. BOE has also noted the original assumption that freezing the existing legacy system is impractical during the procurement phase, thus resources for this phase are being requested. Finally, in a review of BOE's business programs, backlogs were noted in areas of audits, collections, SCOP, OIC, and settlements that if addressed would improve data prior to system implementation and result in increased revenues immediately. The revenues generated by addressing these backlogs (\$38.8 million in FY 2012-13 and \$66.5 million in FY 2013-14) will more than cover the costs requested in this proposal for the procurement phase of the Project.

The benefits of this approach include:

- **Mitigating risk:** Tackling risks early in the project life cycle enables the BOE to more effectively address unanticipated risks that will likely emerge later in the project.
- **Accelerate project progress:** Addressing these areas of risk early on will reduce the overall project schedule once the vendor is on board as data will be better suited for conversion to the new system.
- **Accelerate opportunities for revenue agency data-mining collaboration:** The BOE relies heavily on its ability to mine data within legacy assets and data from external organizations such as Department of Motor Vehicles, Franchise Tax Board, Employment Development Department, and the Internal Revenue Service to ascertain information about taxpayer compliance. Cleansing data now, rather than later, will provide opportunities to identify new areas of information sharing for these agencies and revenue opportunities.
- **Perform work for less than it would cost under the general procurement:** By bringing on resources now for data cleansing and external interface initiatives, BOE will be able to do the work that was originally identified in the proposed vendor scope at a much lower cost, thereby reducing the overall costs of the project.
- **Ensure that qualified resources are engaged to perform data readiness:** The resources requested will be on the CROS Project team working side by side with the selected vendor in systems design and implementation. They will become experts on the implemented solution, thereby reducing BOE's reliance on contract resources at the end of the project.
- **Improve the timeliness and accuracy of taxpayer payments:** A system upgrade of the Call Center would allow BOE to interact quickly with taxpayers to answer technical tax questions resulting in more timely and accurate tax revenue collections. The system would include the use of web chat, screen pop-ups, voice assistance and e-mail tracking to assist taxpayers in completing and submitting timely tax payments.

- **Achieve early revenue:** BOE will streamline the way data are acquired, transformed, cleansed, synthesized, and made available for analytics, which will make current data mining efforts more efficient - leading to revenues being realized sooner from tasks originally identified in the vendor's scope of work. The table below identifies areas of early revenues.

E. Outcomes and Accountability

Description	Estimated Revenue
Same Day Deposits	\$1.2 million annual additional interest to State
Enhanced Audit/Collection Activities	\$53.5 million ongoing starting FY 2013/14
SCOP	\$3.8 million annually
Settlements	\$7.6 million accelerated revenue annually
OIC	\$434,500 revenue annually
Total Benefits:	\$66.5 million annually starting FY 2013/14

F. Analysis of All Feasible Alternatives

Alternative 1: Provide funding and positions requested.

Pros:

- Mitigates known risks to the project.
- Estimated revenue of \$38.8 million in FY 2012-13, \$66.5 million in FY 2013-14, and ongoing.
- Accelerates project progress.
- Reduces overall project costs.
- Reduces BOE's long term reliance on and costs of contract resources.
- Provides opportunities for data-mining collaboration with other state agencies.

Cons:

- Requires a budget augmentation.

Alternative 2: Provide funding and positions requested on a 3-year Limited Term basis.

Pros:

- Mitigates known risks to the project.
- Estimated revenue of \$38.8 million in FY 2012-13, \$66.5 million in FY 2013-14, and 2014-15. However, revenue figures may be impacted if activities are delayed due to ability to recruit candidates for limited-term positions.
- Accelerates project progress.
- Reduce overall project costs.
- Provides opportunities for data-mining collaboration with other state agencies.

Cons:

- Requires a budget augmentation.
- It is more difficult to recruit highly qualified IT staff for limited-term positions.
- Requires BOE to rely on external contract resources at the end of the Project, at higher cost than civil servants and with no civil service IT experts immediately available.

Alternative 3: Do not provide funding.

Pros:

- Does not require a budget augmentation.

Cons:

- Increases known risks to the project.

- No early revenue for the State.
- Does not accelerate project progress.
- Increases overall project costs based on reliance on external contract resources.
- Opportunities for data-mining collaboration with other state agencies will be delayed.
- Does not provide state staff to become experts on the implemented solution of the CROS project, thereby increasing risk once implementation has been completed.

G. Implementation Plan

The following table details the initiatives that will take place in FY 2012-13 and FY 2013-14. More detail can be found in the approved FSR.

July 2012- June 2013	July 2013 – June 2014
Hire and train staff	Hire and train staff
Purchase equipment	Purchase equipment
Begin data mapping	Begin data conversion
Inventory and prioritize external interfaces	Implement solution to manage external interfaces and inbound data
Identify accounts for audit	Identify accounts for audit
Release request for proposal (RFP)	Select vendor
Process collections	Process collections
Register new businesses	Register new businesses
Expand outreach and education efforts	Continue outreach and education efforts
Utilize Digital Audit work papers to review settlement and OIC offers	Utilize Digital Audit work papers to review settlement and OIC offers

H. Supplemental Information

☐ None
 ☐ Facility/Capital Costs
 ☒ Equipment
 ☒ Contracts
 ☐ Other _____

I. Recommendation

Alternative I is recommended in order to effectively implement the CROS Project, optimizing opportunities for project success by mitigating risk and allowing BOE to maintain existing legacy systems while CROS is implemented and also results in projected revenue of \$38.8 million in FY 2012-13, \$66.5 million in FY 2013-14, and ongoing.

DF-46 (REV 05/11)

Fiscal Summary

(Dollars in thousands)

BCP No.	Proposal Title				Program		
SFL-1	Centralized Revenue Opportunity System						
Personal Services		Positions			Dollars		
		CY	BY	BY + 1	CY	BY	BY + 1
Total Salaries and Wages ¹		0.0	113.0	242.1		\$6,579	\$14,006
Net Total Salaries and Wages		0.0	113.0	242.1		\$6,579	\$14,006
Total Staff Benefits ²						\$2,358	\$5,054
Net Total Staff Benefits						\$2,358	\$5,054
Distributed Administration							
Total Personal Services		0.0	113.0	242.1		\$8,937	\$19,060
Operating Expenses and Equipment							
General Expense						\$2,463	\$2,156
Distributed Administration							
Printing							
Communications						\$232	\$371
Postage							
Travel-In State						\$194	\$310
Travel-Out of State							\$12
Training						\$300	\$566
Facilities Operations						\$1,364	\$2,764
Utilities						\$21	\$44
Consulting & Professional Services: Interdepartmental ³							
Consulting & Professional Services: External ³						\$2,305	\$3,222
Data Center Services						\$341	\$658
Information Technology						\$1,990	\$981
Equipment ³							
Other/Special Items of Expense: ⁴							
Total Operating Expenses and Equipment						\$9,210	\$11,084
Total State Operations Expenditures						\$18,147	\$30,144
Fund Source		Item Number					
		Org	Ref	Fund			
General Fund		0860	001	0001		\$11,241	\$18,702
Special Funds ⁵						\$1,081	\$1,751
Federal Funds							
Other Funds (Specify)							
Reimbursements		0860	001	0995		\$5,825	\$9,691
Total Local Assistance Expenditures							
Fund Source		Item Number					
		Org	Ref	Fund			
General Fund							
Special Funds ⁵							
Federal Funds							
Other Funds (Specify)							
Reimbursements							
Grand Total, State Operations and Local Assistance						\$18,147	\$30,144

¹ Itemize positions by classification on the Personal Services Detail worksheet.² Provide benefit detail on the Personal Services Detail worksheet.³ Provide list on the Supplemental Information worksheet.⁴ Other/Special Items of Expense must be listed individually. Refer to the Uniform Codes Manual for a list of standard titles.⁵ Attach a Fund Condition Statement that reflects special fund or bond fund expenditures (or revenue) as proposed.

Personal Services Detail							
(Whole dollars)							
BCP No.	Proposal Title						
SFL-1	Centralized Revenue Opportunity System						
Salaries and Wages Detail							
Classification ^{1 2}	Positions			Salary Range	Dollars		
	CY	BY	BY + 1		CY	BY	BY + 1
CROS							
Business Taxes Administrator III, BOE ⁴		1.0	1.0	\$96,492	\$0	\$96,492	\$96,492
C.E.A. ⁴		1.0	1.0	\$117,324	\$0	\$117,324	\$117,324
Data Processing Manager III ⁴		1.0	1.0	\$92,148	\$0	\$92,148	\$92,148
Staff Services Manager I ⁴		1.0	1.0	\$67,236	\$0	\$67,236	\$67,236
Associate Programmer Analyst (Spec.) ⁴		2.0	3.0	\$63,096	\$0	\$126,192	\$189,288
Senior Programmer Analyst (Spec.) ⁴		2.0	2.0	\$76,080	\$0	\$152,160	\$152,160
Staff Info. Systems Analyst (Spec.) ⁴		3.0	3.0	\$69,192	\$0	\$207,576	\$207,576
System Software Specialist II (Technical) ⁴		1.0	1.0	\$75,948	\$0	\$75,948	\$75,948
System Software Specialist III (Technical) ⁴		1.0	1.0	\$84,636	\$0	\$84,636	\$84,636
System Software Specialist III (Technical) ⁴		1.0	2.0	\$84,636	\$0	\$84,636	\$169,272
System Software Specialist II (Technical) ⁵		0.0	2.0	\$75,948	\$0	\$0	\$151,896
System Software Specialist II (Technical) ⁵		0.0	1.0	\$75,948	\$0	\$0	\$75,948
System Software Specialist II (Technical) ⁴		1.0	2.0	\$75,948	\$0	\$75,948	\$151,896
System Software Specialist III (Technical) ⁴		1.0	1.0	\$84,636	\$0	\$84,636	\$84,636
Associate Govt. Program Analyst ⁵		0.0	1.0	\$58,488	\$0	\$0	\$58,488
Business Taxes Representative ⁴		2.0	2.0	\$46,656	\$0	\$93,312	\$93,312
Business Taxes Specialist I ⁴		2.0	3.0	\$70,824	\$0	\$141,648	\$212,472
Staff Services Manager III ⁴		1.0	1.0	\$85,524	\$0	\$85,524	\$85,524
Tax Auditor (BOE) ⁴		1.0	1.0	\$48,060	\$0	\$48,060	\$48,060
Business Taxes Specialist II ⁴		1.0	1.0	\$76,116	\$0	\$76,116	\$76,116
Business Taxes Specialist II ⁵		0.0	0.5	\$76,116	\$0	\$0	\$38,058
Office Technician (Typing) ⁴		1.0	1.0	\$35,700	\$0	\$35,700	\$35,700
Associate Tax Auditor (BOE) ⁵		0.0	6.6	\$63,096	\$0	\$0	\$416,434
Business Taxes Compliance Specialist ⁵		0.0	6.6	\$61,416	\$0	\$0	\$405,346
Business Taxes Specialist I ⁵		0.0	12.3	\$70,824	\$0	\$0	\$871,135
System Software Specialist II (Technical) ⁵		0.0	5.0	\$75,948	\$0	\$0	\$379,740
Sales and Use Tax Department							
Business Taxes Representative ⁴		25.0	50.0	\$46,656	\$0	\$1,166,400	\$2,332,800
Tax Auditor (BOE) ⁴		10.0	25.0	\$48,060	\$0	\$480,600	\$1,201,500
Business Taxes Administrator I, BOE ⁴		3.0	6.0	\$69,312	\$0	\$207,936	\$415,872
Supervising Tax Auditor I (BOE) ⁴		2.0	4.0	\$69,312	\$0	\$138,624	\$277,248
Office Technician (Typing) ⁴		8.0	16.0	\$35,700	\$0	\$285,600	\$571,200
Business Taxes Specialist I ⁵		0.0	1.0	\$70,824	\$0	\$0	\$70,824
Supervising Tax Auditor II (BOE) ⁵		0.0	1.0	\$76,116	\$0	\$0	\$76,116
Business Taxes Representative ⁴		2.0	5.5	\$46,656	\$0	\$93,312	\$256,608
Business Taxes Compliance Supvr. II ⁵		0.0	1.0	\$67,524	\$0	\$0	\$67,524
Business Taxes Specialist I ⁵		0.0	1.0	\$70,824	\$0	\$0	\$70,824
Supervising Tax Auditor II (BOE) ⁵		0.0	1.0	\$76,116	\$0	\$0	\$76,116
Tax Technician I (BOE) ⁴		1.0	1.0	\$31,536	\$0	\$31,536	\$31,536
Tax Technician III (BOE) ⁴		1.0	1.0	\$39,240	\$0	\$39,240	\$39,240
Business Taxes Representative ⁴		2.0	4.0	\$46,656	\$0	\$93,312	\$186,624
Business Taxes Specialist I ⁴		1.0	1.0	\$70,824	\$0	\$70,824	\$70,824
Business Taxes Compliance Supvr. II ⁴		1.0	1.0	\$67,524	\$0	\$67,524	\$67,524
Staff Info. Systems Analyst (Spec.) ⁴		1.0	1.0	\$69,192	\$0	\$69,192	\$69,192
Business Taxes Specialist I ⁴		1.0	1.0	\$70,824	\$0	\$70,824	\$70,824
Associate Tax Auditor (BOE) ⁴		1.0	2.0	\$63,096	\$0	\$63,096	\$126,192
Associate Tax Auditor (BOE) ⁴		1.0	3.0	\$63,096	\$0	\$63,096	\$189,288
Tax Auditor (BOE) ⁴		1.0	3.0	\$48,060	\$0	\$48,060	\$144,180
Tax Auditor (BOE) ⁴		1.0	1.0	\$48,060	\$0	\$48,060	\$48,060
Tax Technician III (BOE) ⁴		1.0	1.0	\$39,240	\$0	\$39,240	\$39,240
Supervising Tax Auditor I (BOE) ⁴		1.0	1.0	\$69,312	\$0	\$69,312	\$69,312
Business Taxes Administrator I, BOE ⁴		1.0	1.0	\$69,312	\$0	\$69,312	\$69,312
Business Taxes Specialist I ⁴		1.0	1.0	\$70,824	\$0	\$70,824	\$70,824
Business Taxes Compliance Specialist ⁴		4.0	4.0	\$61,416	\$0	\$245,664	\$245,664
Business Taxes Compliance Specialist ⁶		3.0	4.0	\$61,416	\$0	\$184,248	\$245,664
Associate Tax Auditor (BOE) ⁶		1.5	2.0	\$63,096	\$0	\$94,644	\$126,192
Tax Technician III (BOE) ⁴		1.0	1.0	\$39,240	\$0	\$39,240	\$39,240
Office Technician (Typing) ⁴		1.0	1.0	\$35,700	\$0	\$35,700	\$35,700

Legal Department							
Business Taxes Compliance Specialist ⁴		1.0	1.0	\$61,416	\$0	\$61,416	\$61,416
Business Taxes Compliance Supvr. II ⁵		0.0	1.0	\$67,524	\$0	\$0	\$67,524
Business Taxes Representative ⁵		0.0	1.0	\$46,656	\$0	\$0	\$46,656
Business Taxes Representative ⁴		1.0	1.0	\$46,656	\$0	\$46,656	\$46,656
Business Taxes Specialist I ⁴		2.0	2.0	\$70,824	\$0	\$141,648	\$141,648
Business Taxes Specialist I ⁵		0.0	1.0	\$70,824	\$0	\$0	\$70,824
Business Taxes Specialist III ⁴		1.0	1.0	\$87,708	\$0	\$87,708	\$87,708
Staff Info. Systems Analyst (Spec.) ⁴		1.0	1.0	\$69,192	\$0	\$69,192	\$69,192
Tax Counsel III (Specialist) ⁴		1.0	1.0	\$102,960	\$0	\$102,960	\$102,960
Tax Counsel III (Supervisor) ⁵		0.0	1.0	\$102,960	\$0	\$0	\$102,960
Tax Technician III (BOE) ⁴		1.0	1.0	\$39,240	\$0	\$39,240	\$39,240
Business Taxes Specialist II ⁵		0.0	0.5	\$76,116	\$0	\$0	\$38,058
Executive Department							
Associate Govt. Program Analyst ⁵		0.0	1.0	\$58,488	\$0	\$0	\$58,488
Business Taxes Specialist I ⁵		0.0	1.0	\$70,824	\$0	\$0	\$70,824
Tax Technician I (BOE) ⁵		0.0	1.0	\$31,536	\$0	\$0	\$31,536
External Affairs Department							
Audio Visual Specialist ⁵		0.0	2.0	\$58,488	\$0	\$0	\$116,976
Associate Govt. Program Analyst ⁵		0.0	2.0	\$58,488	\$0	\$0	\$116,976
Administration Department							
Accountant Trainee ⁸		0.5	1.5	\$41,952	\$0	\$20,976	\$62,928
Associate Business Management Analyst ⁸		0.5	1.5	\$58,488	\$0	\$29,244	\$87,732
Associate Personnel Analyst ⁷		0.5	1.0	\$58,488	\$0	\$29,244	\$58,488
Personnel Specialist ⁷		1.0	2.0	\$40,020	\$0	\$40,020	\$80,040
Staff Info. Systems Analyst (Spec.) ⁸		0.5	1.5	\$69,192	\$0	\$34,596	\$103,788
Technology Services Department							
System Software Specialist II (Technical) ⁸		1.0	2.5	\$75,948	\$0	\$75,948	\$189,870
Blanket Funds:							
Overtime					0	112,788	118,787
Temporary Help	0.0	0.5	3.1		0	56,765	196,152
Total Salaries and Wages ³							
	0.0	113.0	242.1		\$0	\$6,579,113	\$14,005,532
Staff Benefits Detail							
					CY	BY	BY + 1
OASDI						503,302	1,071,423
Health/Dental/Vision Insurance						856,400	1,839,161
Retirement						958,827	2,059,127
Miscellaneous							
Workers' Compensation						3,880	8,332
Industrial Disability Leave						5,561	11,943
Non-Industrial Disability Leave						4,979	10,693
Unemployment Insurance						3,233	6,943
Other:						21,727	46,659
Total Staff Benefits ³					\$0	\$2,357,909	\$5,054,281
Grand Total, Personal Services					\$0	\$8,937,022	\$19,059,813
¹ Use standard abbreviations per the Salaries and Wages Supplement. Show any effective date or limited-term expiration date in parentheses if the position is not proposed for a full year or is not permanent, e.g. (exp 6-30-13) or (eff 1-1-13) Note: Information provided should appear in the same format as it would on the Changes in Authorized Positions.							
² If multiple programs require positions, please include a subheading under the classification section to identify positions by							
³ Totals must be rounded to the nearest thousand dollars before posting to the Fiscal Summary.							
⁴ Permanent position starting July 2012							
⁵ Permanent position starting July 2013							
⁶ Permanent position starting October 2012							
⁷ Permanent position starting January 2013							
⁸ Permanent position starting March 2013							

Supplemental Information						
(Dollars in thousands)						
BCP No.	Proposal Title					
SFL-1	Centralized Revenue Opportunity System					
Equipment				CY	BY	BY +1
Standard Complement					\$4,714	\$6,549
Laser Printer					\$40	\$40
Total					\$4,754	\$6,589
Consulting & Professional Services						
Project Management and Support					\$230	\$230
Cost Realism/Reasonableness Consultant					\$79	\$53
Integration Architect Consultant					\$260	\$260
Data Architect Consultant					\$260	\$260
Programmer Analysts Consultants (CROS)					\$520	\$1,040
Programmer Analysts Consultants (TSD)					\$520	\$1,040
IPOC					\$175	\$175
Contact Center Support and Upgrades						\$132
Performance Center Support						\$31
Total					\$2,044	\$3,221
Facility/Capital Costs						
Facility Operations					\$1,364	\$2,764
Utilities					\$21	\$44
Total					\$1,385	\$2,808
One-Time/Limited-Term Costs			Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		
Description	BY		BY +1		BY +2	
	Positions	Dollars	Positions	Dollars	Positions	Dollars
General Expense		\$379		\$1,558		\$946
Communications		\$88		\$83		\$21
Data Center		\$341		\$658		\$750
Information Tech.		\$1,987		\$925		\$21,534
Total		\$2,795		\$3,224		\$23,251
Full-Year Cost Adjustment			Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		
Provide the incremental change in dollars and positions by fiscal year.						
Item Number	BY		BY +1		BY +2	
	Positions	Dollars	Positions	Dollars	Positions	Dollars
	113.0	\$18,147	129.1	\$11,997	46.7	\$65,998
Total	113.0	\$18,147	129.1	\$11,997	46.7	\$65,998
Future Savings			Yes <input type="checkbox"/>	No <input type="checkbox"/>		
Specify fiscal year and estimated savings, including any decrease in positions.						
Item Number	BY		BY +1		BY +2	
	Positions	Dollars	Positions	Dollars	Positions	Dollars
Total	0.0		0.0		0.0	

Special Fund Detail

(Dollars in thousands)

BCP No.	Proposal Title					
SFL-1	Centralized Revenue Opportunity System					
Special Fund Title	Item Number			Dollars		
	Org	Ref	Fund	CY	BY	BY + 1
Breast Cancer Fund	0860	001	0004		\$3	\$5
Cig. And Tobacco	0860	001	0230		\$38	\$61
California Family Trust	0860	001	0623		\$74	\$119
Cigarette Licensing	0860	001	3067		\$0	\$0
Transportation Tax	0860	001	0061		\$793	\$1,288
Occ. Lead	0860	001	0070		\$1	\$1
Integrated Waste Management	0860	001	0387		\$6	\$9
Underground Storage Tank Fund	0860	001	0439		\$40	\$65
Oil Spill	0860	001	0320		\$4	\$6
Energy Resources	0860	001	0465		\$8	\$13
Water Rights Fund	0860	001	3058		\$1	\$1
Childhood Lead	0860	001	0080		\$3	\$5
Emergency Telephone	0860	001	0022		\$13	\$21
E-Waste	0860	001	3065		\$24	\$39
Natural Gas	0860	001	3015		\$73	\$118
Total Special Funds - State Operations ¹					\$1,081	\$1,751
Special Fund Title	Item Number			Dollars		
	Org	Ref	Fund	CY	BY	BY + 1
Total Special Funds - Local Assistance ²						

¹ Total must tie to "various" funds identified for State Operations, Special Funds in the Fiscal Summary. Add rows if necessary.

² Total must tie to "various" funds identified for Local Assistance, Special Funds in the Fiscal Summary.

CROS Project Justifications

CROS**1.0 Career Executive Assignment (CEA III) – Project Director**

The Project Director is responsible for all project activities and ensures compliance with BOE policies, standards, and strategic directives. The Project Director has broad authority to establish or modify BOE policies, practices, and procedures that are impacted due to changes required by the new tax system. The Project Director provides a single point of accountability to deliver the project in accordance with the project's commitments. This position manages and directs project resources and makes decisions regarding the project direction. The Project Director is responsible for the creation of a structured change management approach that will be used to transition impacted individuals, teams, and the BOE organization from its current state to the desired future state. The Project Director represents BOE in ongoing contacts related to the project with the Office of the State Chief Information Officer, Department of Finance, other state control agencies, and project stakeholders.

Workload Detail				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
CEA III	Overall project team management	H	50%	900
	Managing BOE Stakeholders	H	30%	540
	Managing External Stakeholders	H	15%	270
	General executive team activities	H	5%	90
	Total CEA III Hours			1,800
	Total CEA III positions requested (1,800 hours per position)			1.0

1.0 Business Tax Administrator III (BTA III) – Business Project Manager

The Business Development Project Manager is responsible for planning, organizing, directing, and evaluating the activities of the CROS Business Team. This position provides consultation, guidance and advice on the replacement of the BOE legacy tax systems and business processes, investigates, researches and resolves issues and concerns, coordinates staff activities; prepares reports and correspondence for executives and project management; assists or represents the Project Director as needed.

Workload Detail				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
BTA III	Overall business team management including supervision	H	50%	500
	Managing BOE business stakeholders	H	30%	540
	General project team activities	H	20%	360
	Total BTA III Hours			1,800
	Total BTA III positions requested (1,800 hours per position)			1.0

1.0 Data Processing Manager III (DPM III) – Technical Project Manager

The Technical Project Manager is responsible for planning, organizing, directing, and evaluating the activities of the CROS Technical Team. This position provides consultation, guidance and advice on the replacement of the BOE legacy tax systems and business processes, investigates, researches and resolves issues and concerns, coordinates staff activities; prepares reports and correspondences for executives and project management; assists or represents the Project Director as needed.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
DPM III	Overall technical team management including supervision	H	60%	1080
	Managing BOE technical stakeholders	H	20%	360
	General project team activities	H	20%	360
	Total DPM III Hours			1,800
	Total DPM III positions requested (1,800 hours per position)			1.0

1.0 Staff Service Manager I (SSM I) – Project Administrator

The Project Administrator coordinates all administrative functions for the CROS project. Responsibilities include ensuring adequate facilities, equipment, provisioning new resources, and coordinating emergency evacuation plans. This position manages HR related activities such as hiring, managing and reporting on the project budget, and tracks all project costs including OE&E, travel, personnel, contracts, etc. This position acts as liaison for CROS with administration departments – HR, Budgets, Facilities, Procurement & Contracts, etc. – and TSD for IT administrative issues. This position acts as the main librarian for the project for physical documents and SharePoint.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
SSM I	Manages the administrative needs of the project	H	60%	1080
	Managing project documentation	H	30%	540
	General project team activities	H	10%	180
	Total SSM I Hours			1,800
	Total SSM I positions requested (1,800 hours per position)			1.0

2.0 Systems Software Specialist III (SSS III) – Legacy Data Specialist

The Legacy Data Specialist serves as an advisor in the design, structure, organization, implementation, and maintenance of data for the BOE. The Legacy Data Specialist provides subject matter expertise pertaining to multiple legacy data assets.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
SSS III	Coordinates the documentation and leads analysis of current data interfaces, stores, tools and methods especially for the parallel initiatives.	H	40%	1440
	Identifies legacy data rules, develops and implements methods of cleansing and preparing the data for conversion.	H	40%	1440
	General project team activities	H	20%	720
	Total SSS III Hours			3600
	Total SSS III positions requested (1,800 hours per position)			2.0

1.0 Systems Software Specialist II (SSS II) – Security Architect

The Security Architect ensures that all applicable security requirements are applied to the CROS solution. Responsibilities include overseeing the design and implementation of consolidated identity management, single sign on, authentication and authorization using role-based access control, delegated administration and provisioning, logging and auditing. This position ensures that the solution and the organization meet all applicable security requirements such as Internal Revenue Service (IRS), etc.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
SSS II	Analyses CROS project for security vulnerabilities, researches and recommends methods and tools to mitigate or solve those security risks	H	40%	720
	Coordinates the implementation of security recommendations and monitors ongoing operations.	H	40%	720
	General project team activities	H	20%	360
	Total SSS II Hours			1800
	Total SSS II positions requested (1,800 hours per position)			1.0

1.0 Systems Software Specialist III (SSS III) – Database Administrator

The Database Administrator (DBA) is responsible for ensuring that enterprise-wide logical models are correctly implemented, that constraints, triggers, and that referential integrity are appropriately applied. The DBA also ensures that data from external data sources are applied in a manner that effectively supports analytics.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
SSS III	Set up data base environments	H	20%	360
	Implements logical data models into physical database	H	25%	450
	Monitors, maintains and optimizes project databases and assist data load processes	H	50%	900
	General project team activities	H	10%	180
	Total SSS III Hours			1800
	Total SSS III positions requested (1,800 hours per position)			1.0

2.0 Senior Programmer Analyst (Sr. PA) – Technical Lead over Programmers

The Technical Lead provides guidance and oversight to the Data Quality and Interface Business Analysts and the Data Conversion and Interface Programmers. The Technical Lead ensures that data across all legacy systems and subsystems are mapped, that data quality rules are well documented, that scripts to extract and transform data from legacy assets are crafted. The Technical Lead also ensures that the data models meet business requirements. This position provides leadership to the creation of business intelligence queries.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Sr. PA	Lead the documentation of the current data, applications and interface environments in scope of the CROS project	H	20%	900
	Lead the mapping of current data and rules to parallel initiatives and then the solution	H	30%	1080
	Lead the creation and running of scripts that move data between the legacy application, the parallel initiative environments and the solution.	H	30%	1080
	Lead the creation and running of queries and reports.	H	10%	360
	General project team activities	H	10%	360
	Total Sr. PA Hours			3600
	Total Sr. PA positions requested (1,800 hours per position)			2.0

3.0 Associate Programmer Analyst (APA) – Data Conversion and Interface Programmers

Under the direction of the Technical Lead, the Data Conversion and Interface Programmers work with the Data Quality and Interface Business Analysts to understand data quality and data transformation rules. Based on these inputs, the programmers craft scripts that acquire data from external organizations and internal legacy assets, transform them, and apply them to internal data stores. These positions assist with conversion to CROS and with business intelligence. Programmers also document data cleansing and interface processes and assist with data modeling activities.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
APA	Document the current data, applications and interface environments in scope of the CROS project	H	20%	1350
	Map current data and rules to parallel initiatives and then the solution	H	30%	1620
	Develop and run scripts that move data between the legacy application, the parallel initiative environments and the solution.	H	30%	1620
	Develop and run queries and reports.	H	10%	540
	General project team activities	H	10%	540
	Total APA Hours			5400
	Total APA positions requested (1,800 hours per position)			3.0

3.0 Staff Information Systems Analyst (SISA) – Data Quality and Interface Business Analysts

The Data Quality and Interface Business Analysts catalog, interface, and broker data sharing with external partners and help discover and document the business rules that impact data cleansing and the new solution. The Data Quality and Interface Business Analysts also work closely with BOE business units to perform detailed analysis to fully understand data. Other responsibilities include working with external organizations to assess and recommend modifications to data sharing processes, documenting the sharing medium, protocols, file formats, etc., ensuring adherence to new standards and practices, and planning and executing tests of the data sharing solutions.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
SISA	Document and analyzes the current data interface environments and data sharing agreements	H	30%	1620
	Brokers data sharing changes or new opportunities with internal stakeholders and external partners	H	30%	1620
	Develops test plans and runs tests on data sharing solutions	H	30%	1620
	General project team activities	H	10%	540
	Total SISA Hours			5400
	Total SISA positions requested (1,800 hours per position)			3.0

1.0 Systems Software Specialist III (SSS III) – Enterprise Architect

The Enterprise Architect oversees the implementation and management of environments to support data conversion and interfaces as well as the implementation. This position manages the software applications and tools used for these efforts and ensures that the Request for Proposals (RFP) technical requirements and the proposed solution meet or exceed the BOE's needs. The Enterprise Architect also plays a critical role interacting with bidders during confidential discussions and evaluating vendor proposals.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
SSS III	Coordinates the documentation and leads analysis of current systems and environments	H	15%	270
	Coordinates the development of data conversion and interface environments	H	25%	450
	Coordinates and reviews RFP technical requirements and then the selected vendors proposals	H	25%	450
	Coordinates BOE technical acceptance reviews and tests, deployment and monitoring of the implemented solution	H	25%	450
	General project team activities	H	10%	180
	Total SSS III Hours			1800
	Total SSS III positions requested (1,800 hours per position)			1.0

2.0 Systems Software Specialist II (SSS II) – Infrastructure Architect

The Infrastructure Architects serve as the department's technical specialist on the design, planning, implementation and maintenance of the hardware, software and network needs to support the CROS project. These positions work closely with the organization's CTO to ensure the optimal hosting environment for the solution. An increasing number of environments (e.g., servers, databases, and other assets) must support development, testing, and ultimately production.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
SSS II	Coordinates the documentation and leads analysis of current and proposed infrastructure and hosting environments	H	15%	540
	Recommends and coordinates the implementation of CROS infrastructure needed by the project	H	25%	900
	Advises on RFP technical requirements, the selected vendors proposals, and acceptance reviews.	H	25%	900
	Ensures implemented CROS infrastructure met BOE needs	H	25%	900
	General project team activities	H	10%	360
	Total SSS II Hours			3600
	Total SSS II positions requested (1,800 hours per position)			2.0

2.0 Systems Software Specialist II (SSS II) – Integration Architects

The Integration Architects work across revenue agencies to identify where these organizations may better leverage each others' strengths. Responsibilities include improving the way BOE shares data. The primary focus is data sharing with external parties such as FTB, EDD, DMV, and IRS. The Integration Architects are responsible for examining and making

recommendations as it pertains to protocols, security and encryption standards, file format standards, and data transformation capabilities, and applying incoming data to operational data stores or staging areas for analytics.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
SSS II	Coordinates the documentation and analysis of current sharing opportunities between the three tax agencies	H	40%	1440
	Recommends and coordinates the implementation of sharing opportunities.	H	50%	1800
	General project team activities	H	10%	360
	Total SSS II Hours			3600
	Total SSS II positions requested (1,800 hours per position)			2.0

1.0 Systems Software Specialist II (SSS II) – Server Lead

The Server Lead ensures that hardware assets are dependable, extensible, and maintainable. This position will work closely with the Infrastructure and Enterprise Architects and the organization's CTO to ensure the optimal hosting environment for the data cleansing and interface initiatives and for the solution.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
SSS II	Specify and configure project servers	H	25%	360
	Monitors, maintains and optimizes project servers and access.	H	40%	450
	Works to ensure vendor solution server environment is proposed and implemented correctly and completely.	H	25%	900
	General project team activities	H	10%	180
	Total SSS II Hours			1800
	Total SSS II positions requested (1,800 hours per position)			1.0

1.0 Staff Services Manager III (SSM III) – Business Lead

The SSM III serves as the lead for developing business deliverables for the RFP, data readiness, and other areas that impact the program areas. This position recommends and coordinates resources, plans and executes workgroup logistics, and facilitates workgroup sessions. The SSM III provides clarity and guidance to team members working on business deliverables and assists the Business Project Manager and CROS management team in planning and delivering the CROS project. This position also acts as backup supervisor for the Business or Technical Project Managers.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
SSM III	Coordinates and leads development of CROS business deliverables	H	70%	1260
	Provides input to CROS management team. Acts as backup supervisor.	H	20%	360
	General project team activities	H	10%	180
	Total SSM III Hours			1800
	Total SSM III positions requested (1,800 hours per position)			1.0

3.0 Business Tax Specialist I (BTS I) – Business Team Member

These positions assist the project in a variety of ways and provide subject matter expertise related to the business. These positions participate and develop a variety of project deliverables such as the Feasibility Study Report (FSR), Information Technology Procurement Plan (ITPP), Request For Proposal (RFP), data cleansing and evaluations.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
BTS I	Develops CROS deliverables	H	60%	3240
	Provides subject matter expertise	H	20%	1080
	General project team activities	H	20%	1080
	Total BTS I Hours			5400
	Total BTS I positions requested (1,800 hours per position)			3.0

2.0 Business Tax Representative (BTR) – Business Team Member

These positions assist the project in a variety of ways. They provide subject matter expertise related to the business and participates and develop a variety of project deliverables such as the FSR, ITPP, RFP, data cleansing, and evaluations.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
BTR	Develops CROS deliverables	H	60%	2160
	Provides subject matter expertise	H	20%	720
	General project team activities	H	20%	720
	Total BTR Hours			3600
	Total BTR positions requested (1,800 hours per position)			2.0

1.0 Tax Auditor (TA) – Business Team Member – Communication & Outreach

This position assists the project in a variety of ways. This position provides subject matter expertise related to the business and participates and develops a variety of project deliverables such as the FSR, ITPP, RFP, data cleansing, evaluations and other plans. This position also assists the AGPA in communication and outreach activities.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
TA	Develops CROS deliverables	H	60%	1080
	Provides subject matter expertise	H	20%	360
	General project team activities	H	20%	360
	Total TA Hours			1800
	Total TA positions requested (1,800 hours per position)			1.0

1.0 Associate Government Program Analyst (AGPA) – Business Team Member – Communication & Outreach

This position assists the project in a variety of ways. This position provides subject matter expertise related to the business and participates and develops a variety of project deliverables such as the FSR, ITPP, RFP, data cleansing, evaluations and other plans. This position also leads in communication and outreach activities such as developing unit CROS liaisons that relay information between CROS and the Headquarters & Field units, developing presentation materials and brochures, facilitating meetings and making presentations to internal users and BOE's customers.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
AGPA	Develops CROS deliverables	H	20%	360
	Communication and Outreach activities	H	60%	1080
	General project team activities	H	20%	360
	Total AGPA Hours			1800
	Total AGPA positions requested (1,800 hours per position)			1.0

1.0 Business Tax Specialist II (BTS II) – Procurement Analyst/Contract Lead

This position prepares the CROS IT Procurement Plan for submission to the control agencies and coordinates its approval. The BTS II reviews and tracks procurement activities according to the approved CROS Procurement Plan. This position completes the CROS Request For Proposal (RFP) and Evaluation Plan and Criteria. The BTS II provides direction to a team of procurement specialists and work with business subject matter experts. This position coordinates with the Department of General Services and private sector vendors to successfully complete the procurement. The BTS II coordinates the completion and release of the RFP, the vendor proposal reviews, the evaluation and selection of the best vendor solution for CROS. The BTS II consults and advises management regarding the acquisition activities for CROS and represents the CROS Project management team effectively at meetings, hearings, and conferences. Once procurement is complete, this position will transition to act as the lead on the CROS vendor contract and advising BOE management on contract issues.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
BTS II	Leads and develops CROS procurement deliverables such as the ITPP, the RFP, the evaluation plan and selection report, etc.	H	40%	720
	Works with DGS on procurement planning, vendor confidential discussion logistics, coordinating BOE responses to questions, and other activities	H	40%	720
	General project team activities	H	20%	360
	Total BTS II Hours			1800
	Total BTS II positions requested (1,800 hours per position)			1.0

1.0 Office Technician - Typing (OT) – Clerical Support

The Office Technician (Typing) performs a wide variety of administrative and secretarial duties.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
OT	Support CROS Team and Managers: setting up meetings, reviewing documents for quality, ordering team supplies, attendance coordinator, and other clerical duties	H	60%	1080
	Assist SSM I in organizing and maintaining the project library and reference documents	H	30%	540
	General project team activities	H	10%	180
	Total OT Hours			1800
	Total OT positions requested (1,800 hours per position)			1.0

0.5 Business Tax Specialist II (BTS II) – Internal Auditor

The BTS II provides oversight of the project to ensure conformance to many BOE policies, procedures, applicable laws and standards to mitigate risk to the CROS project and BOE. This position would supplement the California Technology Agency's Independent Project Oversight Consultant (IPOC) and specialize in the BOE-specific laws, standards, and policies.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
BTS II	Lead in the development of the audit plan(s) for the CROS project, conducting the audit, and reporting the results	H	70%	630
	Monitor progress in addressing audit findings	H	30%	270
	Total BTS II Hours			900
	Total BTS II positions requested (1,800 hours per position)			0.5

25.5 Intermittent Business Subject Matter Experts (BTS I, ATA, BTCS classifications)

These positions provide subject matter expertise and perform a variety of tasks for the project. Such tasks could include acting as a liaison for the CROS project in their unit/area, participating in requirement development or business reengineering workgroups, reviewing sections of deliverables and other activities.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
BTS I, ATA, BTCS	Participating in requirement development or business reengineering groups	H	50%	22950
	Assisting in answering bidder questions	H	30%	13770
	Reviewing project deliverables or sections	H	10%	4590
	Miscellaneous: acting as CROS liaisons, attending CROS presentations, etc.	H	10%	4590
	Total Hours			45900
	Total positions requested (1,800 hours per position)			25.5

5.0 Systems Software Specialist II (SSS II) – Intermittent Technical Resources

These positions provide subject matter expertise on the current solution and processes and perform a variety of tasks for the project. Such tasks could include participating in requirement development workgroups, reviewing technical sections of deliverables, providing and validating the technical bidders documentation, setting up some aspects of the project's technical environment, assisting with data cleansing and interface improvements in the legacy systems, installing and maintaining project personal computers, printers, scanners.

Workload Detail				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
SSS II	Participating in requirement development groups and researching/providing documentation to technical bidders library	H	30%	3000
	Assisting in answering bidder questions	H	30%	3000
	Providing technical assistance and support to the project	H	20%	1800
	Reviewing project deliverables or sections	H	10%	900
	Miscellaneous: acting as CROS liaisons, attending CROS presentations, etc.	H	10%	900
	Total SSS II Hours			9000
	Total SSS II positions requested (1,800 hours per position)			5.0

Sales and Use Tax Department (SUTD)

Field Operations Divisions

The SUTD Field Operations Divisions' function is to plan, organize, direct, and control all administrative activities and the Sales and Use Tax program functions such as registration, collection and audit for fourteen statewide district field offices, seven branch offices, and three out-of-state area offices. The Division also formulates, plans, and recommends for approval programs, budgetary matters, personnel issues and organization changes relating to the overall operation of the field offices.

50.0 Business Taxes Representatives (BTRs) – Field Positions

The Business Taxes Representatives (BTRs) in the district field offices are primarily responsible for initiating contact with tax debtors to collect monies owed the state on mid-level accounts receivable and/or arrange for filing and payment of past due returns. In addition, these positions are often responsible for arranging installment payment plans, assisting taxpayer with filing returns, and assisting with complex registration issues. BTRs also investigate business operations for tax evasion and/or non-compliance with applicable tax laws. BTRs use of a wide variety of collection tools and techniques, such as skip tracing, issuing liens on property, levying bank accounts, and issuing keepers in a taxpayer's

business location, etc. An increase in the number of audit positions will increase the number of Notices of Determinations (billings), as well as the number of delinquent accounts. Thus increased compliance staff at the BTR level is needed to accommodate this workload.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Business Taxes Representatives (BTRs)	Perform collection activities on mid-level accounts receivables including making field calls to taxpayer's business locations	H	900	50	45,000
	Obtain delinquent returns and payments	H	600	50	30,000
	Assist taxpayers filing their returns	H	270	50	13,500
	Aid clerical staff with complex registration issues	H	30	50	1,500
	Total BTR hours				90,000
	Total BTR Positions Requested (1,800 Hours/Position)				50.0

25.0 Tax Auditor Positions – Field Positions

A Tax Auditor (TA) in a district or branch office conducts field audits of the least to moderately difficult taxpayer accounts, to determine whether the correct amount of tax was reported by the taxpayer. An audit includes the examination and analysis of all the business records, meetings with taxpayers and their representatives and the issuance of an audit report, i.e. the audit findings by the auditor. ATA also performs other job related or ancillary duties supporting the district audit program activities as required. When an audit report indicates a deficiency in the amount of tax reported, the audit report is processed for the issuance of a Notice of Determination (billing) to the taxpayer for the amount that represent the deficiency between what the taxpayer's reported tax was and the tax actually due.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
TA	Audit taxpayer records	H	910	25	22,750
	Prepare audit reports & Issue Notices of Determinations	H	420	25	10,500
	Reviewing IRIS screens for registration and reporting issues	H	70	25	1,750
	Total TA hours				35,000
	Total BTR Positions Requested (1,400 Hours/Position)				25.0

6.0 Business Taxes Administrator I (Field Supervisor)

District Compliance Supervisors in field offices are classified at the Business Taxes Administrator I (BTA I) level. They plan, organize and direct the compliance program in each district office. These positions directly supervise the compliance staff in their efforts to enhance collections and taxpayer compliance. Supervisor responsibilities include reviewing and providing guidance to staff, addressing personnel issues, preparing monthly activity reports, conducting staff meetings, assist with the development of procedures and other management functions as needed, review and approve audit and investigation referrals made from field calls, and provide assistance to the public on tax and compliance laws and rules, as well as BOE policies and procedures.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
BTA I	Directly supervise staff, which includes providing guidance to staff, coordinating efforts with management, and resolving complex compliance issues	H	1,335	6	8,010
	Review and approve time reports	H	180	6	1,080
	Conduct personnel evaluations	H	180	6	1,080
	Prepare and discuss monthly activity reports	H	90	6	540
	Assist with the development of policy and procedures	H	10	6	60
	Review and approve audit and investigation leads	H	5	6	30
	Total BTA I Hours				10,800
	Total BTA I Positions Requested (1,800* Hours Per Position)				6.0

4.0 Supervising Tax Auditor I (STA I) – Field Positions

Audit Supervisors in the field are classified at the Supervising Tax Auditor I (STA I) level due to the type and classification of positions supervised. These positions independently and directly supervise a crew of auditors conducting audits of moderate to high level difficulty. Typical supervisor responsibilities include but are not limited to providing technical and administrative direction to audit staff who conduct the audits, reviewing audit reports, tracking the progress of audit assignments, participating in hiring of new personnel and the reviewing of training needs. Responsibilities also include conferring with taxpayers and/or their representatives regarding audit findings and to address taxpayer questions about laws, regulations, audit procedure, and the appeals process. The STA I is involved in the appeal process with respect to non-concurred audits, which includes attending appeals conferences on petitions for redetermination and hearings. Other duties include ensuring established policies and procedures are followed, providing guidelines, addressing personnel issues, and other management and supervisory functions as needed.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
STA I	Directly supervise audit employees, including report preparation, field discussions, problem resolution, monthly activity reports.	H	900	4	3,600
	Confers with taxpayers and their representatives	H	135	4	540
	Prepares for and attends conferences and hearings	H	135	4	540
	Review and approve time reports, expense claims.	H	100	4	400
	Coordinate hiring, training and conduct personnel evaluations.	H	270	4	1,080
	Review audit reports and correspondence	H	260	4	1,140
	Total STA I Hours				7,300
	Total STA I Positions Requested (1,800* Hours Per Position)				4.06

16.0 Office Technician (District Field Support)

An Office Technician (OT) performs typical clerical revenue supporting functions related to the audit and compliance programs. These clerical functions include filing, copying, answering phones, attendance coordination, maintaining personnel files, preparing miscellaneous recurring reports, and receiving and distributing mail. These positions are requested to handle clerical workload handled previously by Tax Auditors.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Support - OT	Provide administrative support for employees.	H			28,800
	Total Hours				28,800
	Total OT Positions Requested (1,800 Hours/Position)				16.0

Headquarters Operations Division (HOD)

HOD in the SUTD is responsible for the Consumer Use Tax Section, Return Analysis and Allocation Section, Audit Determination and Refund Section, and the Local Revenue and Allocation Unit.

Consumer Use Tax Section

The Consumer Use Tax Section (CUTS) identifies potential use tax liabilities of consumers on purchases made from non-dealers of vehicles, vessels, aircraft, mobile homes. CUTS receives information from the Department of Motor Vehicles (DMV), United States Coast Guard (USCG), and the Federal Aviation Administration (FAA). CUTS evaluates each lead, selecting those transactions that meet predetermined selection criteria. The section encourages voluntary compliance of these one-time transactions by providing tax returns to the taxpayers. The taxpayer may respond by filing the return with a payment or installment proposal or by claiming an exemption. The exemption is reviewed based on the applicable regulations and must be supported by documentary evidence. If it is determined that the transaction does not qualify for the exemption or if the taxpayer does not respond to the initial return, an accounts receivable (or billing) will be created and issued to the taxpayer.

1.0 Tax Technician I

The Tax Technician I is responsible for the initial screening of all source documents received from various units and departments to determine if a possible tax liability exists and/or an account number is required pertaining to sales of mobile homes, vehicles, vessels and aircraft by non-dealers.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	*Occurrences Per Year	Total Hours
Tax Technician I	Identify those source documents that meet selection criteria. Edit source documents for the registration process. Select appropriate letter type for initial contact regarding the account, identifying proper tax rate and tax area code.	H	13.06	62	810
	Registration and process of an account for a use tax liability.	H	11.61	62	720
	Enter information, including address changes and action codes required for maintenance or conclusion of an account.	H	1.45	62	90
	Maintain account file materials and documents.	H	1.45	62	90
	Perform skip-tracing techniques to establish and verify account accuracy.	H	1.45	62	90
	Total Tax Technician I Hours				1800
	Total TT I Positions Requested (1,800 Hours/Position)				

1.0 Tax Technician III

The Tax Technician III acts in a lead capacity, using highly independent initiative and judgment, reviews account files, determines action to be taken and follows up appropriately. Incumbent maintains IRIS¹ on-line subsystems for Revenue, Payment and Difference to determine appropriate actions to be taken. Incumbent verifies the accuracy of the information and maintains updating of location addresses, appropriate IRIS fields and makes on-line comments. Maintains detailed knowledge related to the application of tax, penalty and interest.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	*Occurrences Per Year	Total Hours
Tax Technician III	Maintain Revenue, Difference and Payment subsystems to determine appropriate actions (billings, adjustments/cancellations, refunds and allocations).	H	20.32	62	1260
	Identify and apply payments.	H	8.71	62	540
	Total Tax Technician III Hours				1800
	Total Tax Technician III Positions Requested (1,800 Hours/Position)				1.0

4.0 Business Taxes Representatives

The Business Tax Representative (BTR) is responsible for the review of accounts prior to assessment of a tax liability as they pertain to the statewide Consumer Use Tax enforcement programs on non-dealer sales of vehicles, vessels, aircraft and mobile homes and various pilot programs. The BTR is responsible for analyzing each situation and selecting the best method to resolve work efficiently. The methods used must be in accordance with applicable laws and Board policy.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	*Occurrences Per Year	Total Hours
Business Taxes Representative	Analyze account and communicate with taxpayers regarding claimed exemption from the use tax and take appropriate action.	H	46.45	62	2880
	Travel to various locations to analyze personal property tax assessments of vehicles, vessels and aircraft to verify that the subject property meets the selection criteria.	H	40.65	62	2520
	Analyze and review available report data from various sources to determine taxability of subject property.	H	29.03	62	1800
	Total Business Taxes Representative Hours				7200
	Total Business Taxes Representative Positions Requested (1,800 Hours/Position)				4.0

1.0 Business Taxes Specialist I

The Business Tax Specialist I (BTS I) independently performs the more difficult investigations of compliance relating to the non-dealer sales of vehicles, vessels, aircraft, mobile homes for use in California. The BTS I acts as the lead person and expert resource to journey level staff with responsibility under the various use tax programs. Provide technical guidance and assistance on difficult use tax cases.

¹ The Integrated Revenue and Information System (IRIS) will be replaced with the Consolidated Revenue Opportunity System (CROS).

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	*Occurrences Per Year	Total Hours
Business Taxes Specialist I	Perform lead duties and analyze evidence to make recommendations to grant or deny petitioned cases of vehicles, vessels, and aircraft purchases.	H	17.42	62	1080
	Acts in the capacity of a lead person as it relates to Consumer Use Tax accounts.	H	10.16	62	630
	Develop, maintain and conduct training	H	1.45	62	90
	Total Business Taxes Specialist I Hours				1800
	Total Business Taxes Specialist I Positions Requested (1,800 Hours/Position)				1.0

1.0 Staff Information Systems Analyst

The Staff Information Systems Analyst will be responsible for the overall data capturing and maintenance of information received from the County Assessor and other state agencies.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	*Occurrences Per Year	Total Hours
Staff Information Systems Analyst	Obtain and manipulate data received from County and State programmers to match BOE format.	H	13.06	62	810
	Communicate with County and State programmers to coordinate obtaining document format	H	5.81	62	360
	Generate and validate data comparison reports to determine if suitable for staff processing	H	5.81	62	360
	Oversee the retention of historical data for counties and states	H	2.90	62	180
	Maintain program statistics	H	1.45	62	90
	Total Staff Information Systems Analyst Hours				1800
	Total Staff Information Systems Analyst Positions Requested (1,800 Hours/Position)				1.0

1.0 Business Taxes Compliance Supervisor II

The Business Taxes Compliance Supervisor II supervises professional, technical and clerical personnel engaged in the administration of the statewide Consumer Use Tax Programs.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	*Occurrences Per Year	Total Hours
Business Taxes Compliance Supervisor II	Plans, organizes, directs, distributes and evaluates the work assignments of staff.	H	14.52	62	900
	Completes special assignments (including reports, manuals, internal policies and procedures).	H	4.35	62	270
	Hire, train and maintain staff.	H	4.35	62	270
	Identify and maintain Consumer Use Tax outreach efforts with external stakeholders.	H	2.90	62	180
	Acts as a lead representative of the Consumer Use Tax Section.	H	2.90	62	180
	Total Business Taxes Compliance Supervisor II Hours				1800
	Total Business Taxes Compliance Supervisor II Positions Requested (1,800 Hours/Position)				1.0

*Total Occurrences per Year were calculated based on the 58 counties in addition to Oregon, Washington, Arizona and Nevada.

Audit Determination and Refunds Section (ADRS)

1.0 Supervising Tax Auditor II (STA II)

The STA II directly supervises the audit staff in the ADRS and approves and/or denies claims for refund and fund transfers. The STA II prepares monthly activity reports, confers with taxpayers and their representatives, prepares for and attends conferences representing the BOE, reviews and approves time reports and expense claims, reviews audit reports and correspondence, and coordinates hiring, training and personnel evaluations.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
STA II	Directly supervise audit employees, including approval or denial of refunds and fund transfers, problem resolution, monthly activity reports.	H	1200	1	1200
	Confers with taxpayers and their representatives	H	50	4	200
	Prepares for and attends conferences and hearings	H	20	4	80
	Review and approve time reports, expense claims.	H	12	8	96
	Coordinate hiring, training and conduct personnel evaluations.	H	12	5	60
	Review audit reports and correspondence	H	150	2	300
	Total Hours				1,800
	Total STA I Positions Requested (1,800* Hours Per Position)				1.075

1.0 Business Taxes Specialist I (BTS I)

The BTS I evaluates, researches, tests, and creates claims for refunds within the medical industry. The BTS I also confers with taxpayers and their representatives, prepares for and attends conferences representing the BOE, and reviews and evaluates audit reports and correspondence.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
BTS I	Evaluate, research, test and create claims for refund in the medical industry.	H	8	200	1600
	Confers with taxpayers and their representatives	H	4	40	160
	Prepares for and attends conferences and hearings	H	4	10	40
	Review audit reports and correspondence	H	4	10	40
	Total Hours				1840
	Total STA I Positions Requested (1,800* Hours Per Position)				1.02

Petitions Section

The Petitions Section (PS) is responsible for managing the BOE's statewide appeal (petition) process for the SUTD. This includes the initial creation and acknowledgment of new petitions, the creation and maintenance of the IRIS case record, audits of Consumer Use Tax petitioned cases, SUTD representation at appeals conferences, review and analysis of each petitioned case in relation to laws, rules, and/or policies.

1.0 Business Taxes Specialist I (BTS I)

The BTS I acts as the lead over a team of Associate Tax Auditors (ATA) to assist in the evaluation, research and resolution (redetermination) of petitions for redeterminations related to vehicles, vessels or aircraft liabilities. The BTS I also reviews summary analysis reports prepared by the ATA for submission to the Appeals Section for conference. When necessary, the BTS I will attend Appeals Conferences on behalf of the Sales and Use Tax Department.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
BTS I	Act in lead capacity over ATA team reviewing file information, auditing, and resolving Petitions for Redetermination	H	1400	1	1400
	Reviewing Summary Analysis prepared by ATA's	H	4	50	200
	Confer with taxpayers and their representatives	H	2	50	100
	Training and developing new employees	H	3	20	60
	Attend Appeals conferences on behalf of the Sales and Use Tax Department	H	5	8	40
	Total Hours				1,800
	Total BTS I Positions Requested (1,800 Hours/Position)				1.0

1.0 Supervising Tax Auditor II (STA II)

The Supervising Tax Auditor II directly supervises Business Taxes Specialists, auditors and office support staff in the Petitions Section. The STA II supervises a team of Business Taxes Specialists handling the most difficult and highly specialized functions related to the review of audits and recommendations regarding appealed determinations (billings). The STA II communicates with taxpayers, representatives, and Board Management and staff regarding the SUTD's position and action taken on appeals; reviews and approves Department re-audit adjustments, and approves

recommendation for relief of penalties. The STA II also supervises a team of office support staff for the efficient management of appeals and prepares monthly activity and statistical reports. The STA II provides expert advice and training, reviews and approves time reports and expense claims, and coordinates hiring, training and personnel evaluations.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
STA II	Directly supervise Business Taxes Specialists reviewing and managing the full spectrum of SUTD petitions and office support and staff services staff in the timely and efficient management of petition cases.	H	900	1	900
	Supervise the review and analysis of the most sensitive and/or complex issues of tax and audit techniques in the preparation of Summary Analyses.	H	1	400	400
	Provides expert advice, training and strategies to effectively present and support SUTD Department positions at Appeals conferences; attend conferences as needed.	H	2	20	40
	Supervise the drafting of responses to taxpayer Requests for Reconsideration, other taxpayer inquiries as well as sensitive inquiries from management, Board Members , Taxpayer Rights Advocate etc.	H	2	40	80
	Review and approve penalty relief requests and adjustments to taxpayer liabilities	H	1	120	120
	Review and approve time reports, expense claims, and prepared monthly production statistics.	H	16	12	192
	Coordinate hiring and training of staff	H	16	3	48
	Conduct personnel evaluations and review training plans.	H	24	1	24
	Provides expert advice and communicates business needs regarding enhancements to the Board's legacy computer systems and development of CROS, act as interim supervisor during the Section supervisor's absence and other duties as required.	H	8	6	48
	Total Hours				1,852
	Total BTS I Positions Requested (1,800 Hours/Position)				1.028

Return Analysis Unit

The Return Analysis Unit will be responsible performing desk reviews of returns.

5.5 Business Taxes Representative

The Business Taxes Representatives will perform desk reviews of returns with errors or questionable Special Taxing Jurisdictions (STJ) reported. They will contact taxpayers to receive correcting information and issue notices of determination to assess any additional taxes due.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Business Taxes Representative	Questionable Returns	H	0.25 hours	19,460.00	4,865.00
	Replies or Follow Up Actions	H	0.25 hours	19,460.00	4,865.00
	Total Business Taxes Representative Hours				9,730.00
	Total Business Taxes Representative Positions Requested (1,800 Hours/Position)				5.4

1.0 Business Taxes Compliance Supervisor II

The Business Taxes Compliance Supervisor II will supervise a team of staff performing the desk review function. The additional supervision is required to maintain adequate supervision for new and existing staff.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Business Taxes Compliance Supervisor II	Direct Supervision of staff performing desk review activities	H	900	1	900
	Recruiting, Training , Developing Staff and other duties as required	H	900	1	900
	Total Business Taxes Representative Hours				1,800.00
	Total Business Taxes Representative Positions Requested (1,800 Hours/Position)				1.0

Local Revenue and Allocation Unit

The Board of Equalization is charged with the administration of the State sales and use tax, the Bradley-Burns Local Sales and Use Tax and the Local Transactions and Use Tax. The Local Revenue and Allocation Unit (LRAU) administers the district taxes elected by the voters. New district taxes generate approximately \$81,798,000.00 in district tax revenues per fiscal year that are distributed to the districts imposing the taxes. The Board is expected to collect approximately \$1,482,000 in administrative fees per year.²

The requested resources are required in order for the BOE to maintain the current level of taxpayer service that allows for the accurate self assessment of taxes thereby ensuring that each jurisdiction receives all taxes due under the program. The new positions will help achieve voluntary compliance through proper taxpayer education and notification³ of the new tax rate for their jurisdiction. Identification of these taxpayers will also allow the BOE to respond to taxpayer's inquiries regarding tax rate issues accurately and timely. Voluntary compliance is an essential element of effective tax administration because it is the most cost effective means of collecting taxes.

1.0 Business Taxes Specialist I (BTS I)

The BTS I position identifies district tax probable errors in the distribution and potential billings each calendar quarter and creates reports after the district taxes are distributed. The BTS I position provides lead assistance on probable errors and provides guidance to staff for documenting jurisdiction notice(s). The BTS I reviews all assignments for consistency, issues reviewer's notes on questionable items for staff to correct as needed. The BTS I also collect and analyzes statistics on district taxes corrections before the taxes are distributed to the various jurisdictions throughout California.

² Compensation for services related to the administration of new district tax programs. These costs exclude "start up" costs, which are reimbursable through preparatory fees.

³ Taxpayer education and notification is consistent with the BOE's commitment to improve taxpayer knowledge of the legal requirements of doing business in the State of California.

The BTS I coordinates with staff to properly notify the affected jurisdiction when the reallocation of district taxes is required.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
BTS I	Identifies district tax distribution errors, provide guidance to audit and tax technician staff on questionable district tax assignments.	H	900	1	900
	Reviews completed assignments for adherences to laws, regulations, procedures and Board policies, and screens assignments requiring notification to local jurisdictions based on threshold levels.	H	650	1	650
	Identifies legal issues for resolution to maintain consistency in district tax procedures, initiating memo drafts for supervisory review and approval.	H	50	1	50
	Coordinates district tax impacts with advance desk staff to insure district tax advances take into consideration revenue shifts caused by billings and re-distributions.	H	50	1	50
	Oversees statistics for district tax efforts and collects data for adjustments to districts to insure consistency for all jurisdictions.	H	100	1	100
	Review and recommend changes to track assignments and maintain statistics on assignments created after district tax distribution to the jurisdictions. Attend staff meetings and completes time sheets and expense claims.	H	50	1	50
	Total Hours				1,800
	Total BTS I Positions Requested (1,800 Hours/Position)				1.0

3.0 Associate Tax Auditors (ATA)

The Associate Tax Auditors investigate district tax probable errors in distributions and probable billing errors, and make recommendations on fund transfer amounts as well as billing amounts. All assignments require approval, and amounts \$5,000 and over require on-line approval. The ATAs coordinate with staff to avoid overpayments to jurisdictions. The ATAs contact taxpayers by phone, letter and use some field audit resources to obtain documentation to resolve assignments. The ATAs review Fortune 500 company accounts filing complex returns, and correct errors, distributions and billings. The ATAs provide guidance to taxpayers and assist Tax Auditors as needed.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
ATA	Investigate complex district tax probable errors from assignments provided for district tax redistributions and potential billings of district taxes involving Fortune 500 taxpayers and other large dollar reporting taxpayers that file complex returns.	H	1250	3	3,750
	Review of TA and TT III workload when needed and provides on the job training for TA staff members and conducts reviews of assigned high level taxpayer accounts. Provides guidance TA and TT III staff on district tax assignment.	H	375	3	1,125
	Work on special projects required by new legislation and changes in regulations.	H	50	3	150
	Review and make recommended changes to audit and compliance manuals.	H	50	3	150
	Perform supervisory duties when necessary.	H	25	3	75
	Attend staff meetings and complete time sheets and expense claims.	H	25	3	75
	Total Hours ATA Hours				5,325
	Total BTS I Positions Requested (1,800 Hours/Position)				3.0

2.0 Associate Tax Auditors (ATA)

The Associate Tax Auditors analyze and bill complex accounts for district taxes and amended returns, review allocation assignments of subordinate staff, analyze and process complex district tax and local tax questionable reallocations on accounts.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
ATA	Analyze and bill complex accounts for district taxes and amended returns. Review the allocation of assignments distributed to subordinate staff. Analyze and process complex district tax and local tax questionable reallocations on accounts.	H	5.67	789	4,474
	Total Hours				4,474
	Total BTS I Positions Requested (1,800 Hours/Position)				2.45

3.0 Tax Auditors (TA)

The Tax Auditor investigates medium to complex district tax probable errors in distributions and probable billing errors, and makes recommendations on fund transfers and billings. The TA coordinates with staff to avoid overpayments to jurisdictions. The TA makes contacts to taxpayers to resolve local and district tax issues. The TA reviews accounts filing complex returns, and corrects errors, distributions, and billings prior to the fund allocation and distribution to the appropriate jurisdictions. The TA provides taxpayer guidance and assists the subordinate staff as needed. TAs answering taxpayer calls when needed as a remote agent when needed.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
TA	Investigate probable errors involving the redistribution and billings of district taxes for medium to complex taxpayers and other large dollar reporting taxpayers filing medium to complex returns. Prepare re-distributions of local and/or district taxes and issues billings for unpaid taxes. Provide guidance to taxpayers.	H	1,335	3	4,005
	Reviews high level taxpayer accounts to resolve errors in distributions and billings. Provide guidance to TA and TT III staff.	H	300	3	900
	Coordinate and conduct special projects required by new legislation and changes in regulations.	H	40	3	120
	Make formal recommendations for changes to manuals, procedures, and training materials.	H	25	3	75
	Attend staff meetings, and complete time sheets and expense claims.	H	50	3	150
	Provides remote agent duties.	H	50	3	150
	Total Hours				5,400
	Total BTS I Positions Requested (1,800 Hours/Position)				3.0

1.0 Tax Auditors (TA)

The Tax Auditors analyze and bill accounts for district taxes and amended returns, process district tax and local tax questionable reallocations on accounts.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
TA	Analyze and bill accounts for district taxes and amended returns, process district tax and local tax questionable reallocations on accounts.	H	2.841	920	2,613
	Total Hours				1,800
	Total BTS I Positions Requested (1,800 Hours/Position)				1.45

1.0 Tax Technician III (TTIII)

The Tax Technician III position reviews and resolves district tax probable errors and potential billings for non complex taxpayer reporting within the amounts of \$50 to \$5,000. The TTIII also bills district tax amounts underreported district taxes using system and return information. Prepares re-distributions of local and/or district taxes and issues billings for unpaid taxes and provides taxpayer guidance to avoid future reporting errors. Also, the TTIII prepares disputed amounts and issues for supervisor review and resolution, and performs return and cashing duties. The TTIII answers taxpayer information calls.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
TT III	Review and analyze district tax probable errors and billing issues for amounts \$50 - \$5,000. Bill accounts with district tax liabilities. Analyze and evaluate local distributions for multi-location taxpayer accounts. Prepare re-distributions of local and/or district taxes, and issue billings for unpaid district taxes. Provide taxpayer guidance, and document disputed issues for supervisor review and resolution.	H	1,625	1	1,625
	Provide return processing and cashing functions	H	25	1	25
	Provide remote agent duties	H	50	1	50
	Coordinate and conduct special projects required by new legislation and regulation changes	H	50	1	50
	Attend staff meetings and completes time sheets and expense claims.	H	50	1	50
	Total Hours				1,800
	Total BTS I Positions Requested (1,800 Hours/Position)				1.0

1.0 Supervising Tax Auditor I (STA I)

Audit Supervisors are classified at the Supervising Tax Auditor I (STA I) level within the SUTD due to the type and classification of positions supervised. The STA I directs investigations of an audit staff group of ATAs and TAs, who investigate district tax issues. The STA I creates assignments, and conducts reviews to provide guidance on completion, performs on-line approvals required for amounts \$5,000 and above for redistributions and billings and prepares evaluations and coordinates training of staff. The STA I conducts hiring interviews and workload studies to insure staff maximum utilization. This position reviews with taxpayers disputed billings and reviews disputed local/district tax redistributions of district taxes resolving factual matters with jurisdictions.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
STA I	Directly supervise audit staff. Approve assignments. Provide direction on local and district tax investigations (redistributions and billings) assignments. Conduct assignment reviews.	H	1,100	1	1,100
	Confer with jurisdiction representatives, taxpayers and, representatives on dispute billings.	H	150	1	150
	Prepares for and attends local and/or district tax Appeals conferences	H	150	1	150
	Review and approve time reports, expense claims.	H	100	1	100
	Recommends selection criteria changes based on investigation outcomes to improve production results for in house computer generated programmed edits..	H	50	1	50
	Coordinate hiring, training and conducts personnel evaluations.	H	250	1	250
					1,800
	Total STA I Positions Requested (1,800* Hours Per Position)				1.0

SCOP

1.0 Business Taxes Administrator I (Field Supervisor)

Field Supervisors are classified at the Business Taxes Administrator I (BTA I) level. These positions directly supervise the staff in the field in their efforts to enhance compliance for the SUTD. Supervisor responsibilities include independently making decisions from remote locations to assist staff with permit/license checks, reviewing and approving audit referrals,

providing other day to day administration direction to staff, track and approve referrals to the Investigations Division, and coordinate the efforts with district and headquarters management. Other duties include providing guidelines, addressing personnel issues, prepare monthly activity reports, conduct staff meetings, assists in the development of procedures and other management and supervisory functions as needed.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Field Supervisors (BTA I)	Directly supervise employees, which includes coordinating efforts with management, field discussions, resolving complex program issues.	H			1,410
	Review and approve audit & ID referrals prior to submission.	H	0.5	450	225
	Provide information regarding issued leads to District and Headquarters management and state and local agencies.	H	1	10	10
	Review and approve time reports and expense claims.	H	0.5	132	66
	Conduct personnel evaluations.	H	6	11	66
	Prepare and discuss monthly activity reports with administration; conduct monthly staff meetings.	H	8	3	24
	Assist in development of policy and procedures and annual budget.	H			100
	Total Field Supervisor Hours				1,901
	Total BTA I Positions Requested (1,800 Hours/Position)				1.05

1.0 Business Taxes Specialist I (BTS I)

The Business Taxes Specialist reviews potential underreporting leads (BOE-1164), prepares and approves referrals to audit staff, analyzes special project data for appropriate action, processes Field Billing Orders (FBO's), trains staff, conducts follow up field calls, works with district offices to maximize the use of resources, coordinates activities with local municipalities and code enforcement, prepares referrals to the ID, and speaks at outreach engagements.

Based on SCOP data from FY 2010-11, 7.69 percent of all permit/license checks generate a potential underreporting lead (BOE-1164). In addition, 52.52 percent of all BOE-1164s reviewed result in viable underreporting leads and 7.60 percent of viable BOE-1164s result in a SCOP FBO processed by the BTS I.

- 14,515 projected permit/license checks per year
- 1,116 projected on-going BOE-1164s generated per year (14,515 x 7.69%)
 - 1,116 potential leads - 223 (20 percent projected on-going inventory) = 893 leads in inventory
 - 893 x 0.42 hr to review = 375 hrs/yr
- 893 leads worked x 52.52% viable BOE-1164s = 469 projected 1164s worked
 - 469 x 3 hrs to work = 1407 hrs/yr
- 469 projected BOE-1164s worked x 7.6% SCOP FBOs = 36 SCOP FBOs
 - 36 x 8 = 288 hrs/yr

Workload Detail					
Classification	Activity	Time Measure		On-going Activities	
		M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
BTS I	Review 1164's	H	.42	893	375
	Prepare and approve audit referrals	H	3	469	1407
	Process FBOs	H	8	36	288
	Training staff	H			40
	Conduct follow up field calls	H			80
	Coordinate activities	H			20
	Identify industries that require focused outreach	H			40
	Prepare ID referrals	H			20
	Outreach engagements	H			20
	Total BTS Hours				2,290
	Total BTS Positions Requested (1,800 Hours Per Position)				1.27

8.0 Business Taxes Compliance Specialist (Field Teams)

Staff conducting the permit/license checks are classified at the Business Taxes Compliance Specialist (BTCS) level within the SUTD due to the nature, complexity, and independence required to perform their duties. These positions will be located in the Fresno/Bakersfield area. SCOP specialists independently coordinate and conduct sales and use tax permit/license checks to identify sellers without a seller's permit.

The SCOP teams select areas to canvas based on zip codes and SCOP specialists conduct door-to-door visits to all non-residential businesses based on each zip code. These types of visits are considered general permit/license checks. In addition to general permit/license checks, SCOP specialists also conduct focused permit/license checks such as canvassing a special event (i.e., fairs, swap meets, and shows), investigating leads obtained from EDD, FTB, local municipalities as part of the AB990 program or BOE's ID of potential businesses operating without a seller's permit.

SCOP specialists spend 40 percent of their time performing additional research and follow ups on their field permit/license checks and conducting in-office focused permit/license checks. SCOP specialists spend the remaining 60 percent of their time conducting permit/license checks in the field.

The field permit/license check time is split as follows: 80 percent of the permit/license check time is spent conducting general permit/license checks and 20 percent of the permit/license check time conducting focused permit/license checks.

Based on the data collected, SCOP specialists have averaged 27 minutes (2.2/hour) to complete a general permit/license check of a business and 56 minutes (1.1/hour) to complete focused permit/license checks. However, with implementation and training obstacles behind, SCOP is expected to improve efficiency and decrease the average time per inspection as follows: 25 minutes (2.4/hour) to complete a general permit/license check and 50 minutes (1.2/hour) to complete a focused permit/license check.

- On-going permit/license checks
 - Additional Research & Follow up: 1400 hrs/yr x 40% x 8 specialist = 4,480 hrs/yr
 - Permit/license checks: 1400 hrs/yr x 60% x 8 specialist = 6,720 hrs/yr
 - General permit/license checks: 6,720 hrs/yr x 80% = 5,376 hrs/yr
 - 5,376 hrs/yr X 2.4 permit/license checks/hour = 12,902 checks/yr
 - Focused permit/license checks: 6,720 hrs/yr X 20% = 1,344 hrs/yr
 - 1,344 hrs/yr X 1.2 permit/license checks/hour = 1,613 checks/yr
 - Total approximately annual permit/license checks – 14,515

Workload Detail					
Classification	Activity	Time Measure		On-going Activities	
		M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
BTCS	Additional Research / Follow up on Permit/License Checks	H			4,480
	General Permit/License Checks	M	25 min	12,902	5,376 a/
	Focused Permit/License Checks	M	50 min	1,613	1,344 b/
	Total BTCS Hours				11,200
	Total BTCS Positions Requested (1,400* Hours Per Position)				8.00

_a/ 25 minutes x 12,902 (Occurrences per Year) = 322,550 minutes/60 minutes per hour = 5,376 hours.

_b/ 50 minutes x 1,613 (Occurrences per Year) = 80,650 minutes/60 minutes per hour = 1,344 hours.

*- The 1,400 PY hours differs from the 1,600 hours used in the FY 08-09 BCP. The prior BCP used 1,600 hours since it was assumed the BTCS workload would be similar to that of an ID Investigator. The SCOP pilot found that the travel time associated with these positions is similar to that of an SUTD Auditor, which is calculated at 1,400 PY hours.

2.0 Associate Tax Auditor (ATA)

Associate Tax Auditors are utilized to conduct audits, prepare audit reports, and conduct specialized audit procedures and techniques related to the activities of SCOP program. Responsibilities include determining the appropriate test or statistical sampling methodology, preparing working papers to support audit findings, issuing billings as needed when adequate books and records are not made available and explaining audit findings to taxpayers or their representatives. The auditor may be involved in the appeal process related to audits or field billing orders including petitions for redetermination and hearings.

Based on the data collected, a SCOP auditor completes approximately 63 audits per year.

- 63 projected audits per year
- 63 audits per year x 80% general audits = 50 general audits
- 63 audits per year x 20% focused audits = 13 focused audits

Workload Detail					
Classification	Activity	Time Measure		On-going Activities	
		M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
ATA	Conduct general audits and prepare audit reports	H	45	50	2,250
	Conduct focused audits and prepare audit reports	H	45	13	585
	Total ATA Hours				2,835
	Total ATA Positions Requested (1,400 Hours Per Position)				2.025

1.0 Tax Technician III (Field Team Registration Staff)

Sales and Use Tax, Tax Technician (TT III) staff exercise a high degree of judgment and initiative and are responsible for complex registration and technical duties. TT III staff support program field staff by performing the initial follow ups by phone to taxpayers, registering unlicensed sales and use tax businesses identified by field staff; applying security requirements per department policy, performing account maintenance, performing address clean up for mailings prior to visits, maintaining tracking spreadsheets and performing license close-out duties as needed for the sales and use tax program.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
TT III	Handling Taxpayer/ Fee Payer Inquiries and Initial Phone Follow Ups	H	0.25	1,715	429
	Register Affected Businesses	H	1	315	315
	Maintaining Accounts	H	0.17	4,000	680
	Closing Accounts	H	0.17	360	61
	Mailing Address clean up, tracking spreadsheets maintenance	H			171
	Review/Analyze Returns & Schedules	H	0.5	360	180
	Total Tax Tech. III Hours				1836
	Tax Tech III. Positions Requested (1,800 Hours/Position)				1.02

1.0 Office Technician (District Field Support)

The Office Technicians (OT) perform typical clerical revenue supporting functions related to the program. these clerical functions include filing, copying, answering phones, attendance coordination, maintaining personnel files, preparing miscellaneous recurring reports, and receiving and distributing mail.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Support - OT	Provide administrative support for employees.	H			1,800
	Total Hours				1,800
	Total OT Positions Requested (1,800 Hours/Position)				1.0

Legal Department

Investigations and Special Operations Division

This division handles the enforcement and specialized collection activity for all the tax programs administered by the BOE.

The Special Operations Branch is responsible for specialized collection functions, which includes liens, offsets, discharges from accountability, bankruptcies and similar legal actions. Functional assistance is provided to field office staff engaged in complex collection and compliance actions.

The ID is responsible for the BOE's criminal investigations program which executes all criminal investigative activities, including specialized audits, for the various tax programs administered by the BOE. Its goals are to identify tax evasion problems, identify new fraud schemes, and actively investigate and assist in the prosecution of crimes committed by individuals who are violating the laws administered by the BOE.

Special Operations Branch – Liens and Specialized Collection Actions

To ensure that core obligations are met in the recordation of liens and enforcement of specialized collection actions, the Special Operations Branch/Lien and Specialized Collection Actions Section is requesting one Tax Technician III position and one Business Taxes Representative position.

1.0 Tax Technician III

The Tax Technician III (TT III) in the Special Operations Branch handles requests from the district offices, Centralized Collections and other units within the BOE for Early Filing of Notice of State Tax Lien, Jeopardy Lien, and Lien Renewals, Employment Development Department (EDD) and Franchise Tax Board (FTB) Offsets, Keeper Warrants, and Surety Demands. The TT III evaluates the requests, reviews the master file, Automated Compliance Management System (ACMS), and Integrated Revenue Information System (IRIS) prior to filing an early lien and renewing notice of tax liens. The TT III searches accounts in IRIS to match the FTB and EDD lists and works with the district offices and Centralized Collections to collect on the offset. The TT III reviews ACMS, IRIS, master files for liability periods and amounts due prior to issuing a Surety Demand, initiating Keeper Warrants, and creating Collection Costs.

Workload Detail					
Classification	Activity	Time Measure		On-going Activities	
		M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Tax Technician III	Lien Processing	H	0.25	2,700	675
	Early Lien Requests	H	0.25	1,600	400
	Lien Renewals/Jeopardy Liens	H	0.50	300	150
	EDD/FTB Offsets	M	3.25	7,385**	400
	Keeper Warrants/Surety Demands	H	1	200	200
	Total Tax Technician III Hours				1,825
	Total Tax Technician III Positions Requested (1,800 Hours Per Position)				1.0

** Volume accounts for all steps of the offset process, from initial search through completion of offset.

1.0 Business Taxes Representative

The Business Taxes Representative (BTR) receives and handles requests from District Offices, Centralized Collections, Legal Counsel, Escrow Companies, and other units within the BOE, regarding Attorney General Referrals, Summons and Complaints, lien issuance and lien renewals, Partial Releases of Liens, Full Releases of Liens, and Non-Partner Claims. The BTR evaluates the requests, reviews master files, ACMS, IRIS and other collection tools to investigate and validate requests. In addition to the above, this position works with and resolves more complex issues that the TT IIIs encounter in the course of their work.

Workload Detail					
Classification	Activity	Time Measure		On-going Activities	
		M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Business Taxes Representative	Specialized Collection Actions	H	40	25	1000
	Summons & Complaints	H	40	5	200
	Liens/Partials/Non-Partner Claims, etc.	H	32	20	640
	Total Business Taxes Representative Hours				1840
	Total Business Taxes Representative Positions Requested (1,800 Hours Per Position)				1.0

Special Operations Branch – Bankruptcy

To ensure that core obligations are met on legal cases and improve the overall management of the bankruptcy caseload, the Special Operations Branch/Bankruptcy Group is requesting one additional Business Taxes Representative position, one Business Taxes Compliance Specialist position, and one Business Taxes Compliance Supervisor II position. It is essential that timely bankruptcy claims are filed and defended to protect the state's interests and ensure the associated revenue flows to the state; otherwise these revenues are at risk. These new positions will be incorporated into the existing Bankruptcy Group and allow fair and efficient collection of the additional revenues due to the State of California.

The number of registered taxpayers filing bankruptcy has dramatically increased since fiscal year 2007-2008 due to the downturn of the economy and financial stress on business taxpayers. This increase translates into approximately 2,700 additional cases over the last three fiscal years and larger claim amounts. While the increase in caseload has gone up for

each of the Bankruptcy areas; Chapter 7 (liquidation under bankruptcy code), Chapter 9 (municipality), Chapter 11 (reorganization), Chapter 12 (family farmer or fisherman), and Chapter 13 (individual debt adjustment), Chapters 11 and 13 will be the most productive for tax recovery purposes. these bankruptcies are the largest and most complicated and take the longest to resolve. Due to the complex nature of these cases, bankruptcy staff needs to provide additional training to field collection staff on post bankruptcy collection processes.

1.0 Business Taxes Representative

The Business Taxes Representative (BTR) in the Bankruptcy Group works accounts entering into bankruptcy that may have balances and/or delinquencies (unfiled, past due returns) that must be resolved to a balance for filing a claim by a fixed deadline with the court. The BTR must also ensure any collection actions are immediately halted pursuant to an automatic stay prohibiting such actions against the bankruptcy debtors. Once claims are filed, certain types of bankruptcy cases make routine monthly payments that must be monitored for proper application by BTRs.

Workload Detail

Classification	Time Measure	Time Measure		On-going Activities	
	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Business Taxes Representative (BTR)	Bankruptcy – Resolve Delinquent Returns and Receivable Issues	H	6	185	1110
	Bankruptcy Claim Preparation & Filing	H	3	150	450
	Monitor Bankruptcy Payments	H	0.5	300	150
	Automatic Stay Enforcement	H	1	100	100
	Total BTR Hours				1810
	Total BTR Positions Requested (1,800 Hours Per Position)				1.0

1.0 Business Taxes Compliance Specialist

Business Taxes Compliance Specialists work to resolve all manner of bankruptcy related issues. In addition to dealing with complex issues that occur in some bankruptcy cases when initially filed, this classification monitors cases for any challenges or objections to filed claims, monitors for proper treatment of claims, takes actions to resolve failure by debtors to pay post-petition taxes, and takes actions regarding any other conduct that places tax recovery at risk. Outcomes may include investigations and referral to counsel or the Attorney General for action, such as dismissal of the bankruptcy proceeding, conversion to a liquidation case, or other specific allowed compliance activity.

Workload Detail

Classification	Time Measure	Time Measure		On-going Activities	
	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Business Taxes Compliance Specialist (BTCS)	Specialized Bankruptcy Actions	H	5	170	850
	Specialized Legal Actions	H	8	60	480
	Refer Cases for Litigation	H	25	18	450
	Monitor Bankruptcy Payments	H	0.5	200	100
	Automatic Stay Enforcement	H	1	100	100
	Total BTCS Hours				1980
	Total BTCS Positions Requested (1,800 Hours Per Position)				1.1

1.0 Business Taxes Compliance Supervisor II

The Business Taxes Compliance Supervisor II supervises Business Taxes series staff who acts to resolve compliance and collection issues in bankruptcy.

Workload Detail

Classification	Time Measure	Time Measure		On-going Activities	
		M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Business Taxes Compliance Supervisor II (BTCSII)	Supervise Staff – current bankruptcy staff to supervisor ratio is too high – necessary to improve span of control	H	--	--	1800
Total BTCSII Positions Requested (1,800 Hours Per Position)					1.0

Settlement and Taxpayer Services Division**1.0 Tax Counsel III**

The Tax Counsel III (TC III) acts as a Settlement Officer handling the most difficult and complex legal settlement cases, analyzing the costs and risks of litigation for the legal issues presented and negotiating settlements. The TC III reviews case files, audit work papers, and related documents, holds settlement conferences, and prepares Executive Management, and State Attorney General and Board of Equalization memorandum for the statutory settlement approval process. A TC III must proficiently understand the Board's administered sales and use tax and special tax and fee laws, audit and legal issues, as well as risk analysis. The TC III may also be required to attend closed-session Board meetings, assist legal and audit staff; train legal and audit staff; and work on special projects.

Workload Detail

Classification	Activity	Time Measure		On-going Activities	
		M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Tax Counsel III (TC III)					
	Evaluate settlement proposals, identify legal issues, assign risk values, negotiate settlements, draft executive management and Attorney General—Board memorandum (Sales & Use Tax Cases, 95%)	H	27	57	1539
	Evaluate settlement proposals, identify legal issues, assign risk values, negotiate settlements, draft executive management and Attorney General—Board memorandum (Special Tax and Fee Cases, 5%)	H	27	3	81
	Assist Audit Staff	H	1.8	50	90
	Provide Training/Attend Meetings	H	7.5	12	90
	Total TC III Hours				1800
Total TC III Positions Requested (1,800 Hours Per Position)					1.0

2.0 Business Taxes Specialist I

The Business Taxes Specialist I (BTS I) in the Offer In Compromise (OIC) section reviews offer in compromise applications from both closed (or transferred) businesses and open businesses. The BTS I must perform financial analysis of taxpayer financial records to determine whether an offer meets the statutory requirement that the amount is the most that can be expected to be paid or collected on the final liability. The analysis includes evaluation of taxpayers' profit and loss statements, balance sheets, income, expenses, assets, equity in assets, cash flow statements, bankruptcy information, income tax returns and bank statements to determine if the offered amount is in the best interest of the State.

The BTS I must determine whether or not open businesses have the ability to sustain payment of current tax liabilities while remaining in business and sufficient positive cash flow to fund an offer in compromise. The BTS I must analyze whether the offer in compromise meets the statutory eligibility requirements for the program, including whether or not sales tax reimbursement was collected for open business offers; and for closed businesses, whether the taxpayer is associated with a similar or the same type of business for that which the offer is made.

		Time Measure			
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Business Taxes Specialist I (BTS I)					
	Reviewing OIC Application and Documentation	H	16	210	3360
	Prepare recommendation for Executive Management & Board Consideration	H	5	36	180
	Research Policy and Procedure issues	H	1	60	60
	Training	H	2	20	40
	Total BTS I Hours				3640
	Total BTS I Positions Requested (1,800 Hours Per Position)				2.0

1.0 Business Taxes Specialist III (BTS III)

The BTS III acts as the Settlement section lead auditor, technical expert, and reviewer, handling settlement proposals for the most difficult and complex audit cases. The BTS III reviews case files, audit work papers, and related documentation; negotiates settlements; holds settlement conferences; and prepares necessary memorandum for the statutory approval process. A BTS III Settlement Officer must proficiently understand audit and legal issues, as well as risk analysis. A BTS III may also be required to attend closed-session Board meetings, assist legal and audit staff, and train audit staff.

Workload Detail					
		Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Business Taxes Specialist III (BTS III)					
	Evaluate Settlement proposals, review appeals case files, negotiate settlements, and prepare necessary memorandums—Sales and Use Tax cases (95%)	H	27	57	1539
	Evaluate Settlement proposals, review appeals case files, negotiate settlements, and prepare necessary memorandums—Special Tax and Fee cases (5%)	H	27	3	81
	Assist Audit Staff	H	1.8	50	90
	Provide Training/Attend Meetings	H	7.5	12	90
	Total BTS III Hours				1800
	Total BTS III Positions Requested (1,800 Hours Per Position)				1.0

Investigations

1.0 Business Taxes Specialist I (Investigator)

The Investigators are responsible for all aspects of the criminal felony investigation. This includes writing search warrants, investigative coordination with local, state and federal law enforcement agencies, conducting surveillance, completion of criminal audits, preparing prosecution packages, giving testimony in court, and securing other material needed to successfully pursue a prosecution and/or civil audit determination.

The Investigator will be responsible for analyzing financial data obtained by the lead investigators against BOE taxpayer account data, draft prepare and serve executed subpoena requests to financial institutions, conduct comprehensive asset investigations to identify unreported income, hidden bank accounts, safety deposit boxes, certificates of deposit and other financial assets to assist in the collection of outstanding BOE liabilities. In addition, these positions will be responsible for compiling financial and other data resources for the completion of high value audit and registration leads for referral to BOE district offices and/or program areas.

Investigators are expected to work with limited supervision, analyze data and situations accurately, draw sound conclusions, take effective action, and interpret and apply compliance and audit procedures objectively. These positions require Limited Peace Officer (LPO) status.

Workload Detail					
	Time Measure	Time Measure		On-going Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Investigator (BTS I)	Conduct and Prepare Criminal Felony Case Investigation	H	77	10.5	809
	Subpoena Preparation	H	2	70	140
	Subpoena Service	H	1	70	70
	Prepare and Complete Prosecution Packages	H	87	3	261
	Prepare and Execute Search Warrants	H	32	3	96
	Pre-Trial Conferences with DA	H	7	3	21
	Attend and Participate in Trials	H	7	3	21
	Complete Investigative Report	H	35	3	105
	Total BTS I Hours				1523
	Total BTS I Positions Requested (1,520 Hours Per Position)				1.01

Legal Department, Operations Management Section (OMS)

The Operations Management Section has two Staff Information Systems Analysts (SISAs) to support the current staffing level of approximately 400 positions in the Legal Department. Since the formation of OMS, the growth of the staff, the digitization of hard copy documents, and the Legal Department's utilization of available technology has resulted in additional critical workload needs. The heavy workload for the existing OMS IT staff is such that they are scarcely able to support current staff needs even with the assistance of the Board's Technology Services Department. The OMS IT support is critical to efficiently and timely accomplish the workload assigned to the Legal Department to meet the Board's mission of serving the public through fair, effective, and efficient tax administration.

Due to increases of positions from the CROS project within the Legal Department, the existing two OMS IT staff will not be able to properly support the entire Legal Department's data and technology needs. OMS is requesting 1.0 Staff Information System Analyst.

1.0 Staff Information Systems Analyst

The Staff Information Systems Analyst (SISA) position functions as the Legal Department's Systems Administrator and PC Coordinator, and provides advice, recommendations, and support related to systems, data processing technology, LAN usage and related security matters, computer and related IT equipment issues, plans and recommendations addressing the Legal Department's technology needs including necessary support documentation such as contract and/or procurement specifications to ensure required IT goods, products, services and maintenance are procured, computer, software licensing and related equipment issues. The SISA assists forensic staff and coordinates all data processing activities between the Legal Department and the Technology Services Division.

The SISA provides support to the OMS Business Tax Administrator III (BTA III) in assisting and advising the Investigations & Special Operations Division's (ISOD) Chief in identifying problems and recommending solutions on systems and technology issues. The SISA also supports the OMS Administrator in evaluating strategic planning and operations planning programs as they relate to systems and technology issues to ensure compliance with the Board's mission, goals, objectives, strategies, and multidisciplinary teams to advise and assist with IT aspects related to project assignments.

The SISA evaluates the systems aspect of audit, investigation and administrative programs and operating practices of headquarters and Legal's Norwalk field office. The SISA recommends implementation of new or revised operating programs and procedures. The SISA works with complex business and desktop technical integration issues with multiple

computer systems and external data feeds and resources to facilitate liens, bankruptcies and collections for the Special Operations Branch.

Workload Detail				
Classification	Activity	Time Measure		On-going Activities
		M=Minutes H=Hours	Time Per Occurrence	Total Hours
IT Support Services (SISA)	Manages computer equipment and maintains computer software, licenses and documentation through use of a relational database	H	Variable	500
	Troubleshoot Problems/User Support and Training	H	Variable	400
	Work with all levels of Legal Department management and staff to maintain and support viable, efficient remote access.	H	Variable	300
	Work special projects relating to equipment and software licenses requiring a high degree of knowledge of the Board's programs and systems.	H	Variable	150
	Assist Forensic staff to identify potential issues, provide advice and recommend solutions on systems and technology issues; Evaluates the systems aspect of audit, investigations and administrative programs and operating practices and procedures.	H	Variable	225
	Functions as a departmental Web Administrator. Responsible for coordination on the eBOE Intranet and BOE Web Site committees as well as administration of ID and Special Procedures intranet site and web page.			250
	Total SISA Hours			1,825
	Total SISA Positions Requested (1,800 Hours Per Position)			1.01

Appeals Division

Tax Counsel III (TCIII) 1.0 Permanent Position

The Business Tax Section Tax Counsel III, in the Appeals Division, is dedicated to the task of conducting appeals conferences and issuing Decisions & Recommendations (D&R) to provide advice and guidance to the elected members of the Board. A Tax Counsel III is able to organize and draft complex legal decisions and recommendations and is able to independently analyze and apply legal principals within a limited time frame and complete diverse assignments simultaneously. This position is responsible for processing the business tax appeals prior to final determination by the Board. The additional auditors requested in this proposal will result in increased appeals caseload therefore, requiring the requested TC III.

Based on an analysis of actual production during the last FY, a new, full-time attorney with no recent appeals conference experience can process approximately 12 cases in the first six months and 18 cases in the next six months, for a total of 30 business tax cases. An experienced appeals conference holder working full-time can process an average of 44 business tax cases annually.

Activity	Hrs/Case	# Cases	Total		Hrs/Case	# Cases	Total
Education, Training, & Transition			120				60
File Review & Preparation	5.25	30	157.5		4	44	176
Travel	0.5	30	15		0.5	44	22
Conference	1.1	30	33		1.1	44	48.4
Post Conference Info. Gathering	5	30	150		3	44	132
Research/Writing Decision	42	30	1260		30	44	1320
Post-Decision	2	30	60		1	44	44
Post-Board Hearing	0.1	30	3		0.1	44	4.4
Total Hours Required			1798.5				1806.8
Hours per Position - TC III			1800				1800
Total Position Required - TC III			0.999				1.00
Total Positions Requested - TC III			1.0				1.0

Internal Affairs Section

0.5 Business Taxes Specialist II

The establishment of 0.5 Business Taxes Specialist II positions to handle increased workloads due to increased staffing levels.

Workload Detail – Internal Affairs Section					
Classification	Activity	Time Measures		On-going Activities	
		Hours Per Occurrence	# of Employee	Per Year	Total Hours Per Year
Business Taxes Specialist II	¹ Investigations	50.00	233.0	0.1	1165.0
	² Investigations Support	1.10	233.0	1.0	256.3
Total Hours					1421.3
Total Positions Requested (1800 Hours per Position)					0.79

¹ Activities include, but are not limited to: Internal investigations involving BOE operations and employees including theft, threats, and workplace violence.

² Activities include: gathering, reviewing, analyzing evidence

Executive Department

Board Proceedings Division

1.0 Associate Governmental Program Analyst

The Tax and Fee Case Management (TFCM) Section, Board Proceedings Division, is tasked with analyzing incoming files for the scheduling of appeals conferences. The scheduling of appeals conferences consists of analyzing diverse types of Sales and Use Tax, Special Tax, Franchise and Income Tax and Local Tax appeals. This work consists of working with taxpayers, representatives, the Appeals Division and several BOE departments and district offices while working within structured deadlines and diverse assignments. Within the past several years the duties of this section have become increasingly more diverse and complex.

Based on the analysis of the Appeals Division, approximately 44 new conferences per year will need to be scheduled.

TFCM 2010/11 Workload + 44 Additional conferences per year	Hours
Receipt of Petition file (B300): 60 minutes/ file 890 files received	890
Schedule Conferences: 4.0 people 2.5 hours/person/week x 52 weeks	520
Prepare Conference Notices: 2 hours/case ID x 1322 notices	2644
Postponement/Reschedule: 1.5 hours/request x 400	600
Miscellaneous: 5 hours x 890 <ul style="list-style-type: none"> • Correspondence, phone, e-mail, internet • Staff meetings • Weekly Reports • Monthly/Yearly Reports • Training • Special Projects • Update Procedures and Policy Manuals • Board Member Requests • Transaction and research problem appeals 	4450
Total hours	<u>9105</u>
Existing Position Hours (1,800 hrs X 4)	7200
Additional Positions Needed	1.05
Positions Requested	1.0

Taxpayers' Rights and Equal Employment Division

The Taxpayer's Rights Advocate (TRA) office fulfills its mandate by assisting taxpayers who have been unable to resolve a matter through normal channels; by providing information on various procedures including when there appears to be a rights violation in either the audit or compliance areas; and by providing information on policies and procedures so that the taxpayer can be better prepared to discuss and resolve issues at the lowest level and with the least amount of effort.

1.0 Business Taxes Specialist I

The Business Taxes Specialist I position will handle the calls and complaints (cases) taxpayers make to the Taxpayers' Rights Advocate. Responsibilities include preparing legislation, clearances, Division PC coordinator duties, statutorily required annual report, Taxpayer Bill of Rights hearings, Board hearings, external and internal outreach and projects. The increase in number of collection staff included in this proposal is anticipated to increase activities in the TRA's office, resulting in the need for one additional Business Taxes Specialist I position.

Workload Detail					
Classification	Activity	Time Measure		Ongoing Activities	
		M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
BTSI	Business Cases	H	7.5	211	1,582
	Phone Inquiries	H	0.25	3,140	785
	Total BTSI Hours				2,367
	Total BTSI Positions Requested (1,800 Hours Per Position)				1.0

1.0 Tax Technician I

The Tax Technician I position sets up cases, closes out cases and answers calls. The increase in number of

collection staff included in this proposal is anticipated to increase activities in the TRA's office, resulting in the need for one additional Tax Technician I position.

Workload Detail					
		Time Measure		Ongoing Activities	
Classification	Activity	M=Minutes H=Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Tax Technician I	Business Cases – Establish	H	0.75	626	470
	Business Cases – Close-out	H	0.25	626	157
	Telephone Inquiries	H	0.25	6281	1,570
	Total TTI Hours				2,197
	Total TTI Positions Requested (1,800 Hours Per Position)				1.0

External Affairs Department
Outreach Services Division, Media Unit

2.0 Associate Governmental Program Analyst

In order to ensure the most effective implementation of CROS, the BOE Outreach Services Division, Media Unit will need to develop a comprehensive media program to educate and inform our internal and external customers. The Associate Governmental Program Analyst will facilitate this media program and work directly with the CROS staff. Activities will include leading the planning and development of scripts and videos for online production.

Workload Detail				
		Time Measure		On-going Activities
Classification	Activity	M=Minutes H=Hours	Occurrences Per Year	Total Hours
Associate Governmental Program Analyst	Pre-planning (work plan, logistics, publicity)	H	208	416
	Development of scripts and videos	H	12	3200
	Total Associate Governmental Program Analyst Hours			3616
	Total AGPA Positions Needed (1,800 Hours/Position)			2.0

Outreach Services Division, Media Unit

2.0 Audio Visual Specialist

The BOE Outreach Services Division, Media Unit, will need to develop a comprehensive media program to educate and inform our internal and external customers of the implementation of CROS. The Audio Visual Specialist will do so by creating outreach tools for both internal and external customers including public service announcements, online videos, and webinars. This type of outreach is a valuable compliance tool that presents an opportunity to educate and interact with large numbers of customers at once.

Workload Detail				
		Time Measure		On-going Activities
Classification	Activity	M=Minutes H=Hours	Occurrences Per Year	Total Hours
Audio Visual Specialist	Public Service Announcements	H	8	640
	Videos	H	4	2560
	Webinars	H	16	640
	Total Audio Visual Specialist Hours			3840
	Total AVS Positions Needed (1,800 Hours/Position)			2.0

Administration Department

Accounting Branch

The establishment of 1.5 Accountant Trainee positions to handle the increased accounting workload due to increased staffing levels.

1.5 Accountant Trainee

Workload Detail					
Classification	Activity	Time Measure	# of New Employees	Occurrences per Year	Total Hours
		Hours per Occurrence			
Accountant Trainee	Process Salary Warrants/Salary Advances _a/	0.33	233.0	12	922.7
	Process Travel Advances/Travel Checks _b/	0.50	127.0	12	762.0
	Process CalATERS claims _b/	0.50	127.0	12	762.0
	Process RC/Air expenses _b/	0.25	127.0	12	381.0
	Total Accountant Trainee hours				2,827.7
	Total Accountant Trainee positions (1800 hrs per position)				1.6

Business Services Branch

The establishment of 1.5 Associate Business Management Analyst and 1.5 Staff Information Systems Analyst Specialist positions to handle increased workload due to increased staff levels.

1.5 Associate Business Management Analyst

Workload Detail					
Classification: ABMA	Time Measure				
Activity	H = Hours M = Minutes	Time Per Occurrence	# of Employees	Occurrences Per Year	Total Hours
Respond to service requests, generate work orders, and coordinate activities with DGS, property managers, lessors and board staff on routine facility issues. _a/	H	0.01	233	264	615
Perform routine facilities modifications such as modular furniture reconfigurations and reasonable accommodation requests. _b/	H	8	233	0.2	373
Perform space needs assessments, analyze special program requirements, and perform design services. _b/	H	16	233	0.2	746
Update CADD data base, floor plans, project files. _b/	H	4	233	0.2	186
In-State travel to annexes and field offices to work with contractors performing modular furniture and routine facility work. _b2/	H	22	233	0.1	512
Requisition office furnishings and modular work station components for employee turnover and reasonable accommodations. _c/	H	16	233	0.05	186
Provide project management and planning for remodeling and tenant improvement projects for new staff. _d/	H	2		130	260
Attend weekly construction meetings for tenant improvement (TI) projects. _e/	H	2		26	52
In-State travel for construction related meetings and inspections. _e2/	H	8		13	104
Total Hours per year					3034
Position based on 1,800 hours					1.7

- _a/ estimated 1 hr per day per 100 employees and 264 calendar days (22 X 12)
 _b/ averaged 800 requests per year per 4000 employees = 0.2 requests per PY per year
 _b2/ 50% of staff located in field offices = .2 requests per year per person divided by 2
 _c/ estimated employee turnover, and RA = 5%
 _d/ estimated daily time spent on average project of medium complexity for 26 weeks (130 days).
 _e/ averaged T1 project is 26 weeks from start of construction to completion
 _e2/ 50% of staff and projects located in field offices outside Sacramento

1.5 Staff Information Systems Analyst

Workload Detail					
Classification: SISA (Specialist)	Time Measure				
Activity	H= Hours M = Minutes	Time Per Occurrence	# of Employees	Occurrences Per Year	Total Hours
Provide user support and troubleshooting for telecommunication devices. _a/	H	0.01	233	264	615
Perform routine services and support for moves and feature changes for telecom landline systems, cabling changes, wiring punch downs. _b/	H	4	233	0.2	186
Update in house data bases. Update AT&T and Verizon data bases. _b/	H	2	233	0.2	93
In-State travel to annexes and field offices to provide end user support, wiring changes and maintain systems _b2/	H	22	233	0.1	512
Requisition telecommunications components and services for employee turnover. _c/	H	16	233	0.05	186
Perform telecommunications needs assessments, analyze and adjust rate plans. Analyze telecommunications invoices and resolve disputes. _d/	H	0.01333333	233	24	75
Install software upgrades and provide user training on BlackBerry wireless devices _e/	H	3	233	1	699
Requisition, upgrade and deploy new wireless devices. Provide user training on new model features _f/	H	4	233	0.5	466
Provide project management and planning for tenant improvement projects and the installation of telecommunications systems to support new staff. _g/	H	2		130	260
Total Hours per year					3094
Position based on 1,800 hours					1.7

- _a/ estimated 1 hr per day per 100 employees and 264 calendar days (22 X 12)
 _b/ averaged 800 requests per year per 4000 employees = multiplier 0.2 per PY requests per year
 _b2/ averaged .2 requests per year per PY x 50% of staff located in field offices = .1
 _c/ averaged employee turnover, and RA = 5%
 _d/ estimated 1 hour per 75 employees to review wireless and landline invoices on a monthly basis. 2 invoices per month x 12 months
 _e/ annual software upgrades and user training. 1 devices per person x 3 hour per user per year
 _f/ bi-annual equipment upgrade/refresh per wireless contract. 1 device per person x .5 = .5
 _g/ estimated daily time spent on average project of medium complexity for 26 weeks (130 days).

Human Resources Division

The establishment of 2.0 Personnel Specialist and 1.0 Associate Personnel Analyst positions to handle increased workloads due to increased staffing levels.

2.0 Personnel Specialist

Workload Detail					
Classification	Activity	Time Measures		Per Year	Total Hours Per Year
		Hours Per Occurrence	# of Employee		
Personnel Specialist	Attendance/Pay and Benefits ¹	0.26	233.0	12	727.0
	Administrative Detail (Reports, Training, Correspondence) ²	0.21	233.0	12	587.2
	Employee Contact Time ³	0.60	233.0	12	1677.6
	Appointment Maintenance ⁴	0.43	233.0	12	1202.3
Total PS Hours					4194.1
Total PS Positions Requested (1800 Hours per Positions)					2.3

¹Activities included in this category are: all payroll activities (regular and miscellaneous), benefit administration, maintaining leave balance information, timekeeping, and disability claims administration.

²Activities included in this category are: correspondence to employees, control agencies, and other jurisdictions; subpoena documentation, retroactivity reports, accounts receivable, MIRS reports, EDD claims, etc.

³Activities included in this category are: emails; telephone calls, and personal contact.

⁴Activities included in this category are: refills, transfers, promotions following the initial appointment.

1.0 Associate Personnel Analyst

Time Measures					
Classification	Activity	Hours Per Occurrence	# of Employee	Per Year	Total Hours Per Year
Associate Personnel Analyst	Employee Performance ¹	0.25	233.0	12	699.0
	Management Consultation ²	0.25	233.0	12	699.0
	Administrative Detail ³	0.19	233.0	12	531.2
	Appointment/Exam Maintenance ⁴	0.07	233.0	12	195.7
Total APA Hours					2124.9
Total APA Positions Requested (1800 Hours per Positions)					1.2

¹Activities included in this category are: consultation to and preparation of probationary reports, counseling and corrective memorandums, adverse actions, and interpret statewide personnel management policies.

²Activities included in this category are: consultation on organization structure, preliminary review of employee issues related to performance, medical issues, reasonable accommodation, worker's compensation, and FMLA entitlement.

³Activities included in this category are: correspondence to employees, management, and control agencies; training, telephone calls, and emails.

⁴Activities included in this category are: administering and maintaining the examination and recruitment plan for impacted classifications, updating duty statements.

Technology Services Department

The establishment of 2.5 Software Systems Specialist II positions to handle increased workloads due to increased staffing levels.

2.5 Software Systems Specialist II

Workload Detail - Technology Services Division

Non Collector/Auditor Support

Time Measure

Classification	Activity Description (Other)	Hours Per Occurrence	# of Occurrences per Year	# of New Positions	Total Hours
Systems Software Specialist II	Troubleshoot Problems, User Support and Training	4	2.90	117.4	1,361.8
	Security Maintenance (Encryption, Virtual Private Network, etc)	3	0.35	117.4	123.3
	Build Test and Maintain Computer Images	4	0.80	117.4	375.7
	Coordinate with Maintenance Efforts with System Coordinators	10	0.10	117.4	117.4
	Special Projects and Documentation	25	0.04	117.4	117.4
	Travel to Remote Locations	5	0.03	117.4	17.6
	Total Hours				2,113.2
	Total Positions				1.2

Auditor Support

Time Measure

Classification	Activity Description (Auditors)	Hours Per Occurrence	Occurrences per Year	# of New Positions	Total Hours
Systems Software Specialist II	Troubleshoot Problems, User Support and Training	4	3.33	50.6	674.7
	Security Maintenance (Encryption, Virtual Private Network, etc)	3	1.07	50.6	161.9
	Build Test and Maintain Computer Images	4	0.80	50.6	161.9
	Coordinate with Maintenance Efforts with System Coordinators	10	0.13	50.6	67.5
	Special Projects and Documentation	25	0.05	50.6	67.5
	Travel to Remote Locations	10	0.16	50.6	81.0
	Total Hours				1,214.5
	Total Positions				0.7

Collector Support

Time Measure

Classification	Activity Description (Collectors)	Hours Per Occurrence	Occurrences per Year	# of New Positions	Total Hours
Systems Software Specialist II	Troubleshoot Problems, User Support and Training	4	3.33	65.0	866.7
	Security Maintenance (Encryption, Virtual Private Network, etc)	3	0.33	65.0	65.0
	Automated Collection Management System Maintenance	20	0.16	65.0	208.0
	Build Test and Maintain Computer Images	4	0.80	65.0	208.0
	Coordinate with Maintenance Efforts with System Coordinators	10	0.13	65.0	86.7
	Special Projects and Documentation	25	0.05	65.0	86.7
	Travel to Remote Locations	10	0.05	65.0	34.7
	Total Hours				1,555.8
	Total Positions				0.9

Grand Total Hours	4,883.5
Grand Total Positions	2.7